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Sales Management

The Weekly Magazine for Marketing Executives

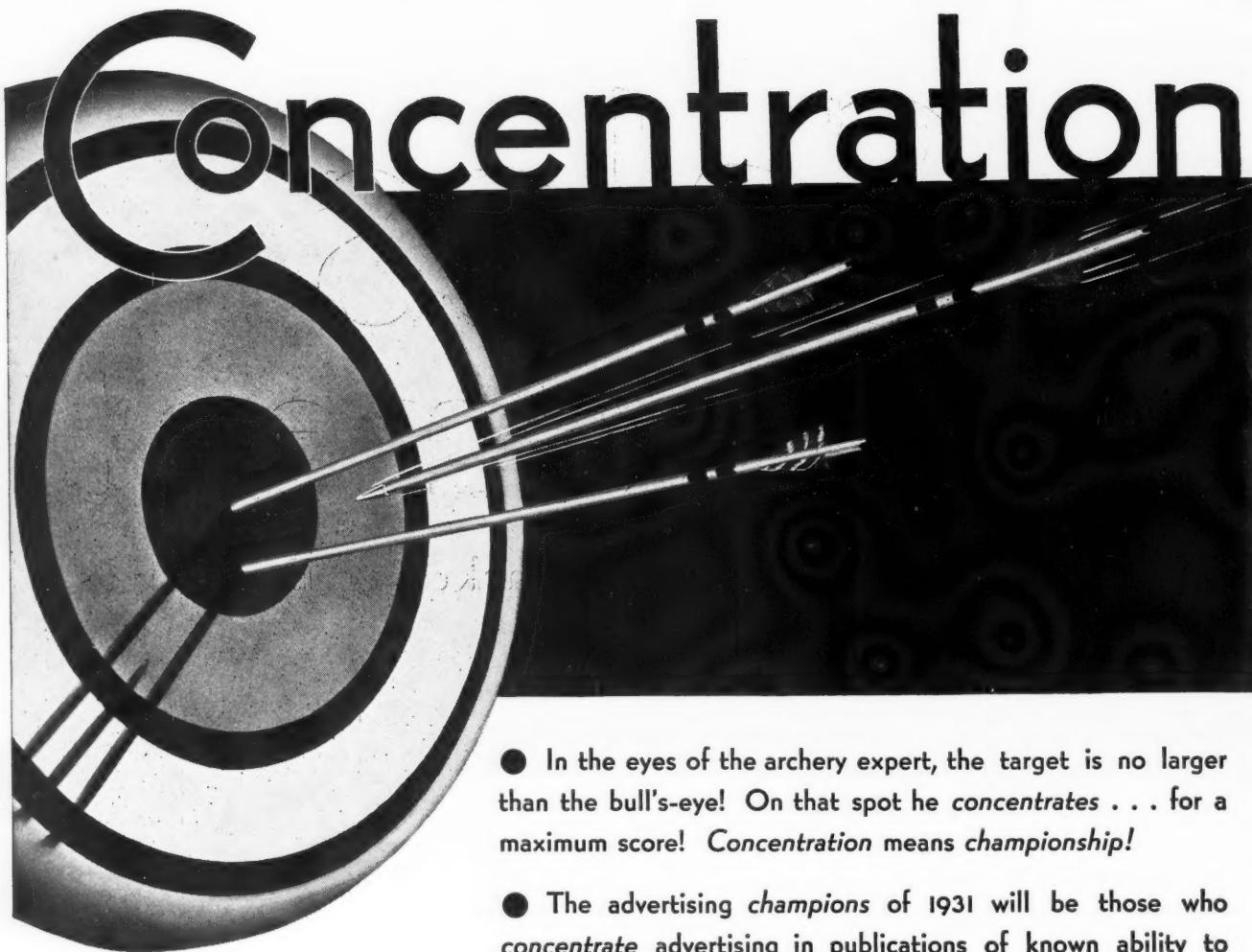


William E. Bomar, sales manager, Frederick Stearns & Company, Detroit. . . . He tells of the new pencil presentation which is piling up orders for Astring-O-Sol.

Wheatsworth's Five Million Dollar Sales Plan

More Evidence that Business Has Turned the Corner

By Louis H. Bean, Government Economist



● In the eyes of the archery expert, the target is no larger than the bull's-eye! On that spot he concentrates . . . for a maximum score! *Concentration means championship!*

● The advertising *champions* of 1931 will be those who concentrate advertising in publications of known ability to produce *profitable* sales.

● In Pittsburgh, they are *concentrating* their campaigns in The Pittsburgh Press . . . to get maximum *profitable* sales . . . and to avoid wasting scattered energy in market "fringes".

● During the first five months of 1931, advertisers scored bull's-eyes in the Pittsburgh market by *concentrating* 47% of their newspaper advertising in The Press. They placed 32% **MORE** advertising in The Press than in the second (evening-Sunday) paper and 172% **MORE** than in the third (6-day morning) paper.

Based on Media Records, Inc. reports, excluding lineage in national magazine distributed with second Sunday paper.

The Pittsburgh Press

A Scripps · Howard Newspaper

NATIONAL ADVERTISING
DEPARTMENT OF
SCRIPPS-HOWARD
NEWSPAPERS
230 PARK AVENUE, N. Y. C.

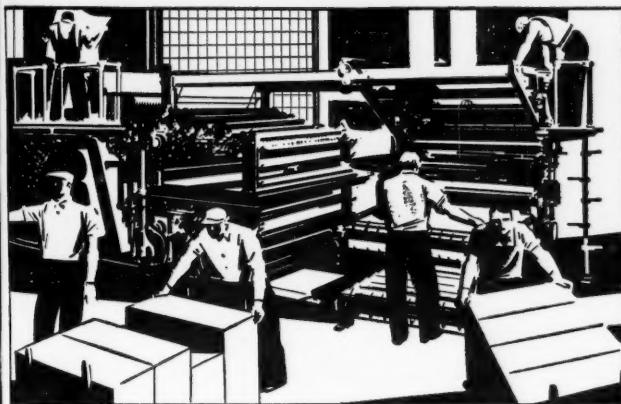


MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS
and of
MEDIA RECORDS, INC.

CHICAGO · SAN FRANCISCO · LOS ANGELES · DALLAS · DETROIT · PHILADELPHIA · BUFFALO · ATLANTA

Send them your very latest news—

by Special Messenger



AN OPEN LETTER TO THE CLEAR-THINKING BUSINESS MEN OF AMERICA . . . SEVENTH OF A SERIES

IF ANY business has good news for the great American home—and a clear sense of the value of time, that business must consider the advertising columns of *The Literary Digest*—and the sooner the better!

For very good reasons . . . the *Digest* is *special messenger* to the ruling families of the nation. Not only the speediest carrier among magazines but also the bearer of wanted and trusted news and views.

Its method is fast and sure. Often you find at the head of a *Digest* article reference lines like this—"A poll of the Spanish, French and British press by cable on the

pregnant events in Spain brings significant comment." It is common custom for the *Digest* to use the telegraph and cable for a poll of important newspapers. Regularly, *Digest* editors study more than 5000 newspapers and periodicals to be sure of the truth, the whole truth and nothing but the truth.

Readers of the *Digest* expect—and get—equally crisp and interesting news in the advertising columns. News of motors and ocean liners, of foods and household goods, of building materials and bonds, alongside news fresh from the world of events.

No other magazine offers the *Digest's* service to advertisers. Think of the audience—that sound, steady, middle group of 1,400,000 families, people of property and position. An alert, active, always-buying crowd. Families whose living standards are maintained—in high times and in hard times.

Think of the *Digest's* grip on the minds of that audience—as shown by its 10-year average of more than a million circulation, its high rate of renewals and the largest subscription revenue of any magazine.

Think of the *Digest's* immediacy—with a press-date only a week in advance of appearance. Then, take advantage of all these advantages. If your business has something to sell *now* to the people who have much to buy *now*—send them your very latest news, *by special messenger*.

The Literary Digest is close to the life of the times, offering immediate national publicity to the advertiser who has a message of immediate national interest. It goes to press only seven days before delivery—thus having the speed of a weekly newspaper, plus its power as the leading news magazine. The Digest enters the best million homes with telephones, a market which buys two-thirds of all advertised commodities, and buys them first. It reaches 36 per cent of all families with incomes of \$10,000 and up. Its list of subscribers is a roster of ready buyers in the upper-income brackets. For 1931, advertisers buy a guaranteed average circulation of at least 1,400,000 preferred prospects.

* The *Literary Digest* *

SOUNDING-BOARD OF AMERICAN OPINION

"*The Literary Digest* is known to students of the publishing business as the sounding-board of American opinion. No other periodical in history has held a similar place. Time after time, its finger laid on the pulse of the people has been the one true index of national sentiment."



A HEALTHFUL *adventure*

A TRIP to Chalfonte-Haddon Hall is a grand lark for the whole family . . . and a lark that is full of health, as well as happiness. Here they can absorb the sun . . . breathe deep the tonic ocean air . . . satisfy keen appetites with wholesome, tempting food. In the background is always the comfort and informal hospitality of Chalfonte-Haddon Hall, with its many facilities for relaxation and recreation. Come for a short vacation, or a long one. We will be glad to send you further information.

American and European Plans

**CHALFONTE-HADDON HALL
ATLANTIC CITY
Leeds and Lippincott Company**

Survey of Surveys

BY WALTER MANN

Nebraska's Farmers

Sixty-six thousand letters in one year (over 200 a working day) for a magazine of about 125,000 readers is certainly real and tangible evidence of "editorial contact."

Still further evidence of the very vital part which the *Nebraska Farmer* plays in rural life in that state is seen in what is called the "Protective Service Department" which received sixty-two letters a day in 1930 — asking such questions as:

"Would wages be a lien, having a priority over mortgage?"

"Should railroads fence their right-of-way?"

"Can a fifteen-year-old son have permit to drive car to school?"

"Is this home extension course O. K.?"

"Hogs reported stolen!"

"What is the law regulating herding stock on the highway?"

"Reported loss of twenty-two chickens."

In six years 158 rewards have been paid totaling \$6,000 for recovered property, etc., and 224 convictions were secured for misdemeanors against readers (see an earlier study on the same subject).

In this same booklet is much information on "Where Nebraska Lives." Showing that 64.22 per cent of the state's population is rural. The average number of acres per farm is 329. The average farm property valuation is \$22,504. Next come some brand new tables from the 1930 census which show the sizes of the farms, the value of lands, buildings and machinery by counties, etc. Another page shows the Nebraska gross cash farm income from 1921 to 1930 in terms of cash crops and livestock, a very interesting chart on the Nebraska farmer's income by month, much detail on the production of corn, oats, wheat, barley, rye, potatoes, sugar beets, wild hay and alfalfa, and some on beef cattle, dairy cows and surplus milk, poultry and eggs, sheep, horses and mules, etc.; all as of 1930 by counties.

Further pages show the number of motor cars, trucks, tractors, gas engines, compresses and green threshers, the annual consumption of gasoline, of lubricants for autos, trucks, tractors, etc., and for farm machinery.

Finally we find details by counties of the modern conveniences and equipment on Nebraska farms, a picture of the farm operation in Nebraska by seasons and two or three pages on circulation distribution vs. number of farms by counties, etc. In some places this material is crudely printed and even more crudely illustrated, but it has an air of simple sincerity which makes one feel the effort to be well worth while. Certainly anyone who feels

that the city dweller is in any way a better spending power by and large than the Nebraska farmer will have to change his mind when he reads this booklet. Write Cliff Crooks or H. E. Anderson, care of *Nebraska Farmer*, Lincoln, Nebraska.

S. O. S. Discovers What Mrs. Jones Discovers

One of the most fascinating brochures which has come to the S. O. S. column for review in many moons has little to do with market research in its commonly accepted sense, but which down underneath is the very essence of such research. For performance authentication is a fast coming necessity, one which a daily increasing number of keen merchandise managers of department stores demand of manufacturers as *proofs* rather than *opinions* of the ability of their products to perform as promised. The booklet in question was sent me recently by Julian Cargill of *Delineator*, with whom I used to solicit *Delineator* before he reached his present high estate. It is entitled, "Mrs. Jones Discovers the Most Interesting Home in the World," i.e., the *Delineator* Institute.

Those who are a little too close to the phenomenon of selling sometimes have difficulty in seeing the forest for the trees. They do not see how completely the good old, bad old Roman philosophy of *caveat emptor* (let the buyer beware) has taken hold of both advertising and selling. Those who are a little more separated from selling find more than a little significance in the surprised comments of advertising and sales executives when it is suggested to them that they tell some of the bad things about their products along with the good. As one man said aggrievedly to me the other day, "I've got to tell the good things about my product, haven't I? If I don't—nobody will! Let the buyer find out the bad things for himself!"

All of which could be logical and fine if it weren't so close to that good old, bad old Roman philosophy. But inconceivably gullible as the public seems to be, there are occasional evidences that the worm is beginning to turn. Witness his consistent refusal to reach for the products so persistently advertised during the present depression, and with the turning of the worm will come the necessity for proving more of our statements by actual scientific test and with that necessity a suddenly increased appreciation of such aggregations as the *Delineator* Institute.

Among the questions answered in this fifty-six-page Mrs. Jones brochure "written entirely for the reader and not for the advertiser," says the note which accompanied it, are, "How long should a toaster live?" "How much better do carpets and rugs wear with a carpet lining under them?" It was discovered, says this booklet, that the plain carpet wore out under 225,000 blows of the testing machine, whereas the same carpet with a lining under it took 700,000 blows!

(Continued on page 491)

What's New

If your salesmen seem to have difficulty making prospects listen to the whole story of your product you may find a valuable idea in the article by William Bomar, sales manager, Frederick Stearns & Company, on page 460.

The article in this issue by Louis H. Bean, senior agricultural economist, U. S. Bureau of Agricultural Economics, presents a most interesting analysis of business cycles of the past, which give some indication that our present depression has passed the crisis. Page 466.

Coming soon: the first article in the series on "Million Dollar Salesmen."

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Sales Letters

BY MAXWELL DROKE

Ray of Sunshine

A few months before his recent death, Kin Hubbard, the genial Hoosier philosopher, remarked, through his celebrated character, Abe Martin, "I can't recollect a time when the country was in better shape to stand a long-drawn-out gasoline war."

I might paraphrase that remark a bit and say that I can't recollect a time when optimistic business news was more appropriate, or more warmly welcomed than right now. When every other man you meet is suffering from acute indigoitis, a genuine success story is likely to get twice the usual attention. Those folks who are making a little money—and there aren't many of us left, if we may judge by the conversation that's going round—should regard it almost as a public duty to spread the glad tidings, and if possible give the other fellow some inkling of how the trick was turned. Thus I applaud this letter, sent out a couple of weeks ago by Savogran Company of Boston, to wholesale customers:

"Twenty per cent increase in sales of Painters' Savogran. Forty per cent increase in sales of Savogran Crack Filler. That's the 1931 first four months' picture, compared to 1930. And May continues the gain.

"The reasons? We think you will agree that they are recognized value to the consumer, small investment, quick turnover and repeat business for the trade.

"Your cooperation in making possible this splendid showing would be welcome in any year. In a year of tough going like this one, it is doubly appreciated.

"I wish to extend my thanks for your work on Savogran products, and to assure you that I am personally interested and ready to reciprocate in any way I can."

The letter goes out under the personal signature of Clement K. Stodder, president, and employs an ingenious device for attracting special attention. As an enclosure, clipped to the letter, is Mr. Stodder's business card, on which he has written:

"Won't you ask your sales manager to pass this information along to your salesmen?"

Of course this means a little added trouble; but it is, in my judgment, far more effective than the conventional postscript.

"Buy at Home"

In marked contrast to W. K. Henderson's rabid foaming at the mouth, the merchants of Shreveport, Louisiana, through the retail merchants division of the local chamber of commerce, have launched a sound, sensible letter campaign to acquaint local folk with the advantages of buying at home (although, significantly, the phrase "buy at home" appears nowhere in the campaign).

This is not an anti-chain campaign, as both chain and independently owned stores are members of the retail merchants division, and both are supporting this cam-

paign to offset out-of-town shopping and (from the merchant's standpoint) that perpetual pest, the peddler. The letters are going out in attractive baronial envelopes, on special letterheads captioned, "The Shreveport Stores."

They are neatly processed, and filled in with salutation, "Dear Mr. and Mrs. Blank:" They are addressed to a selected list of 2,000 representative families. Here is the first in the series:

"The retail stores of Shreveport play an important part in the upbuilding of this city and section.

"The facts are that in Shreveport 955 retail stores carry every conceivable line of merchandise that anyone could desire. These stores employ, on a full-time salary basis, 4,675 men and women who receive annually \$5,503,791 in salaries and wages. These are Uncle Sam's figures, and not just guesswork.

"Counting four persons to a family, nearly 25 per cent of our total population secures its livelihood from the retail stores of this city. Money earned in salaries and wages is turned right back into the business channels of this city. It pays the note on the home . . . the taxes . . . the insurance premium . . . The doctor's bill . . . the fare on the street car or gasoline for the 'flivver' . . . and in fact keeps money in circulation for every line of business, and thousands of people profit by it.

"Some of our citizens are probably not aware of these facts, and either send off or visit some other city to make purchases that could be more advantageously, and just as economically, made at home. If you, by chance, have thoughtlessly overlooked the part that the Shreveport stores play in the upbuilding of this city and section, it may be well to give the matter more serious consideration.

"Quality and price being equal, make all your purchases from any of the Shreveport stores. They want to serve you."

Our compliments, and best wishes, to Secretary C. W. Longwill and his associates. May other communities, faced with similar problems, display an equal degree of sanity and restraint.

Debtor Psychology

I want to quote a collection letter, sent out by a concern employing thousands of house-to-house agents, and then ask candidly just what you think of it. This is a processed reproduction of a pen-written letter, on the personal stationery of the head of the business. It is headed, "At Home—Bed Time," and bears the salutation, "Partner":

"Before I go to bed tonight I want to

write and ask you for help. This little note is penned to you as a sign of distress. As one of my good Partners, you were the first person who came to my mind who could help me. That's why I am writing you this letter so late at night.

"You know I sent you the products that you ordered on time. I was mighty glad to trust you and give you a chance to make money. I am always glad to trust you with my products, but it happens right now that I can't wait so long for my money.

"I know you are perfectly honest and good, but that does not help me out of the jam I am in. I just must have some of my money right away, and because I know I can depend on you I am asking you for help.

"I want you to send me as much of my money as you can by return mail. If you can't get all of it together, get what you can and send it to me in my postage-paid envelope. If you will do this right away, you will be a real help to me.

"Yours in distress."

Well, what do you think? Now, I'll let you in on a little secret: A few years ago I would have been among the first to hold up this letter as a horrible example. It breaks just about all of the known rules for collection correspondence. I used to preach in no uncertain terms against the "we need the money" appeal in collection letters. I know better now. Under certain conditions, and addressing certain types of debtors, there are few more effective arguments.

When I had studied this letter, with an intimate knowledge of its background, I felt certain, even before I had taken the trouble to check up, that it was a real winner. The writer has displayed an almost uncanny knowledge of debtor psychology.

One way to make a friend is to do him a favor. Another, and far more certain way to win friendship, is to get the other fellow to *do something for you!* The greater the social distinction between you and the person from whom you seek the favor, the more certain you may be that the plan will work. Twenty years ago, when I was a kid carrying banners for those attractions which played our local Opera House, a leading man once asked me for a match. It was my Great Moment (although, sad to relate, I didn't have a match; wasn't permitted to carry them at that tender age!) Nevertheless, the incident remains one of my vivid memories. Folks are like that. They delight in doing services for the exalted. So, when the humble agent received this letter from the great President himself, asking, *as a personal favor*, that the agent pay a portion of his past-due account, what happened? You need no clairvoyant powers to deduce the outcome. Can't you picture that agent, scampering out to dig up the money *somewhere*, and send it along to his Great and Good Friend?

And that, incidentally, is precisely what happened in a great majority of cases.



Maxwell Droke

Significant Trends

As seen by the editors of Sales Management for the week ending June 20, 1931:

• • • The most positive prediction of the imminence of a change in business conditions comes from Roger W. Babson, the business statistician who called the turn on the 1929 break. In a message this week to the Newspaper Advertising Executives, he said: "I am willing to stake my reputation that business has seen its worst; that, although the change will be slow, it will be in the right direction, and that within a reasonable time this country will again enter a period of marked prosperity. Statistics today point to another period of prosperity, the same as three years ago they pointed to the present period of depression."

• • • Retail trade continues relatively active, especially in food lines and clothing. Chain store sales in the first half of this month were close to the level of last year, even on the dollar basis.

• • • Department store sales in May proved to have been disappointing, dollar volume for the country having been 14 per cent less than last year. But the physical volume of goods handled was considerably more than in May, 1930. Vigorous sales promotion efforts, now being put forth, indicate an intention to expand relative dollar sales in June.

• • • The average price of commodities dropped last week into what may be called the subnormal area when the Irving Fisher index number went to 69.7, compared with 70.0 the week before.

• • • A \$500 four-cylinder Chrysler car is reported in the offing, a product of the Plymouth division plant, with many new features and free-wheeling. Preliminary experiments are said to have cost \$10,000,000.

• • • General Motors domestic May sales by dealers numbered 122,717 cars compared with 135,663 in April and 131,817 in May, 1930. To dealers the company sold 136,778 cars, 4,153 more than in April and 609 more than in May of last year—a remarkable performance.

• • • J. C. Penney announces price reductions, based on replacement costs, on staple cotton, silk rayon and wool merchandise, bringing the new price level 34.9 per cent below that of July, 1929. Similar action by this company at this time last year had a marked influence in starting the general price revision movement.

• • • A ten-year plan for industrial and trade stabilization was projected this week by the National Civic Federation. The proposal was put forward in letters by the president, James W. Gerard, and Matthew Woll, vice-president, addressed to leading manufacturers and heads of labor organizations. The object is "to promote social safety and economic stability."

• • • Employment in May as compared with April fell off less this year than usual, according to returns to the Bureau of Labor Statistics from 46,031 establishments with 4,721,032 employes and a weekly payroll of \$115,617,936. The general index number of employment went

from 74.5 in April to 74.1 in May; that of payrolls 67.4 to 66.6.

• • • Savings banks deposits in the State of New York at the end of May were increased by \$22,092,778 to a new high record of \$5,023,813,176 due to 5,500,479 depositors. This is the first time since 1927 that the savings banks of the state increased their deposits in that month.

• • • Congoleum-Nairn has put out a new Sealex line named Veltone for bathroom and kitchen wall-covering. It is a step toward finding new uses for linoleum products, a crying need of the industry.

• • • May exports were the smallest in any month since October, 1914, being about 36 per cent less than in May, 1930. Imports fell off nearly as much.

• • • General Foods has opened a Swans Down Cake Flour plant in Windsor, Ontario, to take care of the requirements of the company's Canadian customers. Year-long laboratory experiments proved the suitability of Canadian wheat.

• • • Sales of standard cotton cloths in May totaled 160,029,000 yards, 71 per cent of production. Shipments, however, took 205,603,000 yards, 91.2 per cent of output and stocks on hand at the end of the month were increased only 7 per cent, a seasonal gain.

• • • The special discount of ten cents, which has been allowed for about a year and a half to dealers stocking the tins of fifty cigarettes, has been withdrawn. This merely puts the large and the small packages on the same trade price level.

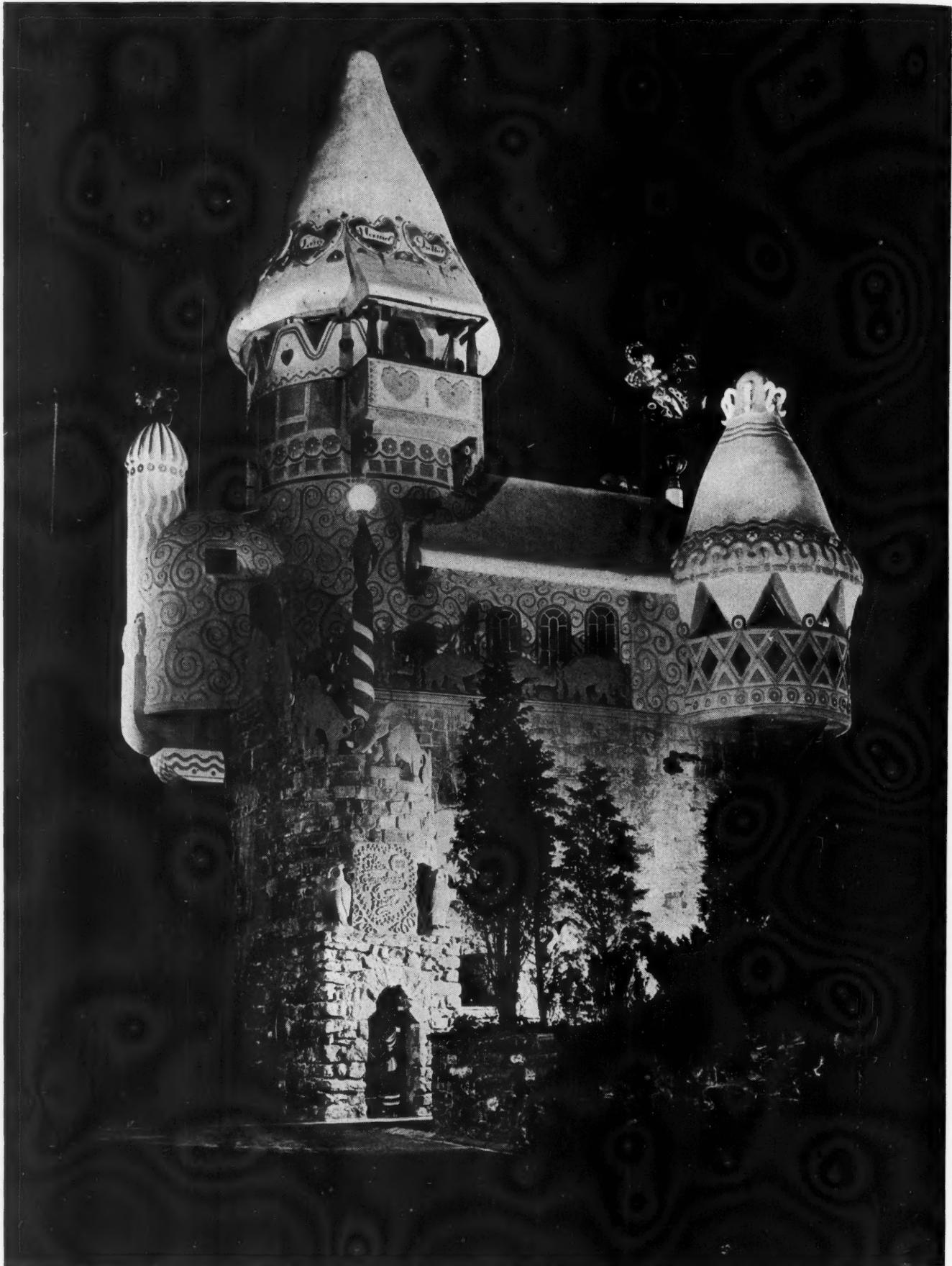
• • • A \$1,000 chain-store tax bill has been passed by the House of Representatives in Illinois and now goes to the Senate.

• • • Building permits in the S. W. Straus report cities called for an expenditure 18 per cent below the April level compared with a seasonal drop of 11.8 per cent and 30 per cent below the amount in May, 1930.

• • • New life insurance written in May amounted to \$980,658,000, 10.7 per cent less than in the same month last year.

• • • Because green (Santos) coffee prices have recovered from an extreme low of seven and one-half cents a pound to between nine and nine and one-half cents, those who expect a marked rally in commodity prices see a hopeful sign in this comeback. They overlook the fact that the rise in coffee price just about takes up the tax of ten shillings a sack—\$1.83 a pound.

• • • In Norway wage cuts of 15 per cent were proposed by the employers to meet competitive conditions, but the unions refused to accept them and asked for a seven-hour day and increased pay for overtime. A deadlock ensued which still persists.



The Gingerbread Castle, fairy-tale rendezvous of Hansel and Gretel, was made a reality by Wheatsworth, Inc., when a fanciful structure designed by Joseph Urban was erected in Hamburg, New Jersey, last year. The cracker-and-cookie idea has been most effectively worked into the imaginative treatment of this unusual show place. While many stunt-selling ideas are of doubtful value, this one seems to possess exceptional merit.

Five Million Dollars Worth of Sales Ideas

BY JAMES TRUE

LAST January the National Biscuit Company paid \$5,600,000 for Wheatsworth, Inc., makers of "Wheatsworth" graham crackers, animal crackers, cereal, whole wheat flour and self-raising flour. Six years ago it is doubtful that National Biscuit would have paid anything near that much for the property, because Wheatsworth, Inc., was then struggling along and had as yet never paid a worth-while profit. It can be said, therefore, that the price paid is due to about five years of development. The experience of this period proves the value of sound ideas in merchandising.

Just before the sale was made F. H. Bennett, who is responsible for the development of Wheatsworth, said that he wondered why it is that so many manufacturers fail to realize the value of new ways of conducting their business. He added that the natural impulse is to carry on a business the way someone else is conducting their business. He discussed the subject as follows:

Ninety-nine per cent of business men, it seems, are imitators, although the prize winnings in business go to originators. When he started in business for himself, after a long experience in the industry, Mr. Bennett followed the natural inclination. That was in 1907 and the company made a line of more than a hundred varieties of crackers and cakes.

But all of these items, while excellent in quality, were very much like the goods of other manufacturers and for a number of years the company's statements were decorated with touches of vermillion. The real success of Wheatsworth started when the company began to express new ideas, first in its merchandise, then in its advertising and selling methods.

Mr. Bennett had been conducting the business for about three years and losing money steadily, when he began the manufacture of "Milk-Bone" dog and puppy foods, and these specialties saved the day for the struggling biscuit business.

Milk-Bone is a scientifically prepared food for dogs, and the goods sold well from the day of their introduction. The factory was small and

inadequate, and the rapidly increasing volume on Milk-Bone products compelled the organization to discontinue many of the money-losing items.

For a number of years, however, Mr. Bennett continued to lose all of the profit on Milk-Bone in attempting to build up the sales of the other goods. In 1914 he decided to grind his own graham flour and bought an old attrition mill. The new flour made a fine-tasting graham cracker which immediately sold very well.

During this time, and until something over five years ago, the company merchandised all of its products conventionally. Each year the advertis-

erly. Finally, however, Mr. Bennett found an old mill at Hamburg, New Jersey, which dated back to the Revolutionary period. Here the flour was ground so fine that it could be used for all baking purposes, and its sales began a rapid increase. Later Wheatsworth Cereal was developed, and because it is different from anything of the kind and was advertised with a new appeal, it was immediately successful.

Six years ago the company was spending \$140,000 a year for advertising. The copy was typically conventional. More than one hundred items had been developed into a few

Five years ago Wheatsworth, Inc., was wavering between red and black. This January the National Biscuit Company paid \$5,600,000 for the property. The value created in the five-year interim was created solely through a new and more efficient selling program. Here's the story behind the plan.

ing appropriation was increased, and from time to time new salesmen were employed. The volume grew; but the company continued to sell its goods on the basis of profitless prosperity.

It was the new graham cracker that started the company on the new policy of merchandising ideas. Mr. Bennett became convinced that if he could make a graham cracker entirely of whole wheat it would be still better, and began to appreciate the food value and the significance of what he was doing. It suddenly dawned on him, as he explained, that nature provides perfect foods for mankind; that man is adapted by nature to many natural foods, and that he should produce, if possible, a 100 per cent whole wheat cracker. This the company promptly achieved, and with "Wheatsworth" as its trade-mark it began to make real progress with the specialty by radically changing its merchandising methods and the appeal of its advertising.

Here was a new idea in graham flour; but there was some trouble in getting the whole wheat ground prop-

specialties which were of excellent quality and different from any goods of similar kind. The company should have been making a large profit; but for several years it had made merely a few slight shifts from red to black and back again, and the profitable periods were still largely due to the wide and increasing sale of Milk-Bone dog foods. Then it occurred to Mr. Bennett to express in the company's advertising and merchandising something of the new ideas that had prompted him to reduce his line from more than a hundred items to a handful of specialties.

Within a few weeks after he had consulted several advertising men, he decided to change his merchandising policy radically. He said that he engaged an advertising counselor who had specialized on merchandising and its relation to advertising. At once the company began to express new ideas and in a few months the profits began to grow amazingly. Since then, Mr. Bennett added, the business has

(Continued on page 492)

BY

WILLIAM E. BOMAR
*Sales Manager, Frederick Stearns & Company,
Detroit, Michigan*

Here is an idea that is so simple it's almost funny. But the way it wins dealer interest and garners business isn't funny at all. The plan is adaptable to any and every line, and the cost is so slight that it is within reach of even the smallest concern.



Pencil Presentation Piles Orders for Astring-O-Sol

OUR salesmen are unanimously agreed that the new Astring-O-Sol sales presentation which we have been using since the first of the year wins and holds the attention of prospects more thoroughly and sells them more convincingly than any other they have ever used—and their sales substantiate their statement.

The new presentation is neither elaborate nor expensive. The equipment consists of nothing more than a red pencil and pad of paper. A dime's worth of such equipment is enough to last a salesman several days.

The new presentation was prepared for three reasons: First, because in my own selling experience I have always found a pencil more helpful than all other sales ammunition combined; second, because of our desire to use something different from the usual printed portfolio, and third, because of the highly effective way in which it combines oral and visual selling.

Ten sheets of the pad, 8½ by 11 inches, are consumed in making each presentation. Two of these are entirely blank, while the others have a minimum amount of printing which provides an outline for the salesman to fill in.

The first page is blank except for a

few ruled lines to form vertical columns. The salesman begins by asking the druggist whether he knows what item is showing the greatest percentage of increase in drug stores today and when the druggist hesitates momentarily, the salesman continues: "I'll tell you what item is showing the greatest percentage of increase in drug stores today without a doubt—it's mouth washes."

"Here—just let me show you," the salesman continues, and he begins filling in the first column at the left side of the page. As he does so, he says, of course, the druggist knows that dentists are creating thousands of new users of mouth wash and antiseptic preparations each month by prescribing them to people who have never used an oral antiseptic before. Having filled the column from the bottom to one-third its height, he writes "1920" at the top left and "10 Mil" at the top right and says, "In 1920 the total amount of mouth wash and antiseptic business was ten million dollars. Now see how rapidly the business has grown," and he proceeds to fill in the second column to two-thirds its height and to point out that in 1925, the volume of such sales totaled \$25,000,000. Similarly, he fills in a third column to show that by 1930 sales had

increased to \$30,000,000. He then points out that the drug business has shown an annual growth of about 5 per cent during the past ten years and now totals about one and three-quarter billion dollars a year. The thirty million dollars' worth of mouth washes and antiseptics constitutes about 2 per cent of this total, which he proceeds to illustrate by filling in a short column on the sheet.

The salesman then tears off this sheet briskly and tosses it down on the counter in front of the druggist.

Page two is blank. The salesman glances around the store and says: "Now, let's see what this means to you in sales and profits." From experience he is able readily to estimate the druggist's volume and to be tactful, he usually exaggerates his estimate somewhat. He writes this down, figures 2 per cent of the volume to show how much mouth wash the druggist should be selling, then says: "Don't these figures indicate that you should give more time, thought and effort to this rapidly growing business? You should give it frequent displays in your windows and constant display on your counters and tables and your clerks should suggest it to every customer."

"Now let's see what this volume of mouth wash and antiseptic business

would mean to you in profits," he continues as he tears off page two and tosses it on top of the other.

The only printing on page three is a circle which the salesman divides "pie fashion" to illustrate the percentage of profits on different lines, showing that Astring-O-Sol is a long-profit item. He also uses actual figures to show the amount of profit the druggist would earn on his potential volume of this line and how much more Astring-O-Sol profit is than that on some other typical line.

A typical Astring-O-Sol advertisement is reproduced on page four. Commenting on how our national magazine advertising brings business into the druggist's store, he emphasizes the notable features of our story orally while with his pencil he brackets the different parts of the advertisement and marks them "Attention," "Interest," "Desire" and "Action."

Down each side of page five are small reproductions of covers of magazines in which Astring-O-Sol is advertised. In the lower corners of each cut is printed the circulation of the magazine in the United States and in Canada, but the figures are so small and dim that they escape the attention

of the druggist. They are for the salesman's information, but he knows them by rote and he proceeds to reproduce them in the blank space in the center of the page, then to total them to show that we reach 18,500,000 families every month.

On page six is a medium-size square in the center of which is a large dot. The salesman points out that the square represents the trading area and the dot represents the druggist's store, meanwhile filling in the square and commenting on how thoroughly Astring-O-Sol advertising blankets the community.

Our salesmen also have a portfolio of advertising and dealer helps and here they open the portfolio and show the prospect some of our other advertisements.

As the salesman tears off page six he remarks that: "Reaching your customers in their homes with national magazine advertising is only one of the steps in the complete sales cycle for Astring-O-Sol. Let me show you the other things we do to help you get the volume of mouth wash and antiseptic business in your community. . . .

This brings the presentation to page seven, on which is printed a large circle, with five sketches intersecting the circle to represent the five features of our selling plan; advertising to people

These hieroglyphics aren't as inane as they look. These sketches, accompanied by a well-organized sales talk, are the basis of the most successful sales presentation Astring-O-Sol salesmen have ever used.

in their homes, stopping them at the dealer's store with window displays, holding them at the counter by means of the model medicine cabinet (April 4 SALES MANAGEMENT), giving clerks an incentive to push Astring-O-Sol intelligently, and the liberal profit plan for the dealer.

The portfolio of advertising and dealer helps is also used in this connection to show the window display material and the model medicine cabinet and the salesman goes over a sales booklet for retail salesmen with the druggist. As he discusses each phase of the selling plan, he writes a caption under the sketch and winds up by writing, "The Complete Astring-O-Sol Sales Cycle" in the center of the circle.

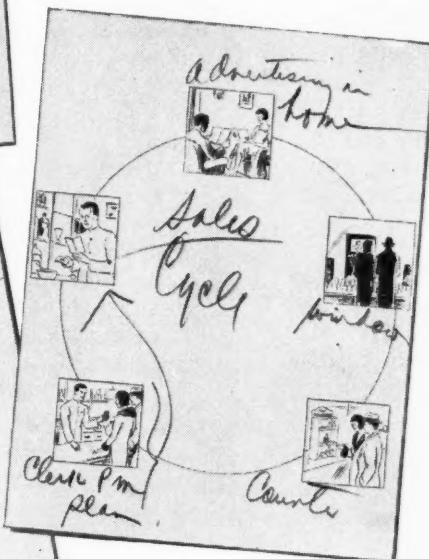
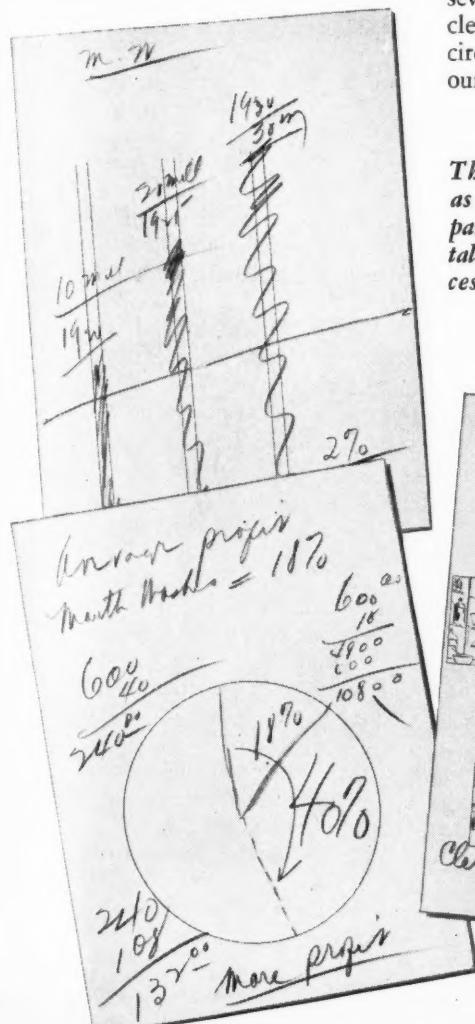
Page eight is devoted entirely to a sketch of the model medicine cabinet, suitably stocked with representative items, but with considerable white space in which the salesman may note other items, if desired. Pages nine and ten have been left blank, except for a row of bottles of Astring-O-Sol sketched across the top, for the salesman's use in outlining the details of the deal he thinks the druggist should buy.

The salesman begins with as large a deal as he thinks the druggist could well handle and itemizes it, indicating the number of dozen of each size he would buy, the amount of free goods, the discount, the total cost to him, the total selling price and the gross profit, with suitable emphasis on the profit. If he finds that the druggist is disinclined to accept so large a deal, he tears off this sheet and says: "All right—how is this?" and proceeds to outline a smaller deal on page ten.

The plan was introduced early this year, at which time we furnished the salesmen a written outline of the procedure to follow in using it and also coached them thoroughly in its use. As a result they are now able to make the presentation so confidently and to jot down the figures so briskly that the druggists are favorably impressed by our salesmen's knowledge of the business—another helpful feature of the plan.

Associated Oil Promotes 1932 Olympic Games

SAN FRANCISCO—The Associated Oil Company has started to tie up its promotion with the Olympic Games to be held in Los Angeles next summer. Some 250,000 Olympic Games windshield and tire cover transfers and 500 curb stand displays for service stations have already been issued in Southern California.



BY CHARLES F. ABBOTT
Executive Director, American Institute of Steel Construction, Inc., New York

A Yarn about Two Price Cutters

SATED around the fireplace in the "general room" in a little inn of a northern New Hampshire town—a village which crowded close on the timber reaches that send their volume of raw material down to the grind of the paper mills along the Androscoggin River—were a group of men discussing "business conditions."

In the group were an old lumberman, a salesman who sold firearms "out of Boston," a young salesman who carried clothing samples from a house in Springfield, and two New York business men on their way to a hunting preserve located far back in the forest along the river's edge.

The salesmen had been chattering about "business today," kicking against low prices that reduced their commissions, blaming their bosses generally for the stampede for orders, no matter what the price might call for.

The old lumberman was talking. "Well, the effect this here thing called business has on people is certainly various and peculiar," he said.

"You may know," he continued slowly, "that for years I've been runnin' a saw mill up on the Androscoggin. 'Bout a year ago we decided to make additions that we figured would cost about \$50,000. Then the fellows who wanted to get the job began to flock in to see us. They gave us their prices, then they came back and gave us more prices. We could see they were fightin' 'mong themselves, so we waited and held off. We calculated we could make money out of those business men. Finally, we gave the job to one of 'em for \$30,000. We expected to pay \$50,000 but the chap said he needed the job and by godfrey, we gave it to him.

"So, I say, the effect of this here thing called business on people is certainly various and peculiar. The Bible talks about them as has ears but hears not, and of those who has eyes though they're blind as bats. It tells us not to be selfish, to be honest and fair toward our neighbors. And that's the gospel truth. It's the fellow who knows his cost and takes pains to know, and uses his head, his ears, his eyes and his brains in learnin' to know, that gets there. You've got to be fair and honest with those who work in the same line of business with you and it's the fellow who does that, that gets the profits."

The following morning the two New York business men were to continue their trip. It was a cold rainy day and by noon they had left the turnpike for the country road that took them back into the forest. It was late that afternoon when they met an old woodsman driving a pair of horses with a whipple-tree dragging along in the mud. The old man beckoned to the car to stop.

"My friends," he said, "there's a nasty detour up the road and out about two miles, you'll run

into a mud hole that sticks the cars and they can't get out. If you want, I'll turn around and go back and pull you through."

"Thanks," replied our New York friends, "but we'll get through all right," and they drove on.

They finally landed in the mud hole, stuck and couldn't get out.

One of them walked down to the cabin of the old woodsman and brought him back with his horses. The car was soon pulled out and the New Yorkers asked for and expected to pay a good price for the service. "How much?" they inquired.

"Nothin'," replied the woodsman, much to the amazement of our friends.

"Nothing"! they replied, "how do you live by doing work for nothing?"

"Well," said the old man, "it's this way. About six months ago or thereabouts, this cut-off was put through here so the main road could be repaired. There's only two of us that live anywhere near here, Lem Hodgkin and myself. Lem lives in another cabin, up yonder, and he and I have been comrades for many a year. We've been lumbering together. Well, you see when they put this cut-off through here it made it bad for travelers, so Lem and me got together and we kind of decided among ourselves that we'd pull 'em out for \$5.00 a piece. Well, everything went fine for awhile. Me and my comrade made more money than we'd ever seen before. There never was so much money in these parts before.

"But a short time back, I calculated something had happened, because nobody was callin' on me for to pull 'em out. Two days went by and nobody came, but Lem, he was busy all the time. I began to look around, sort of, and I stumbled on to what Lem was up to. I found he was pulling 'em out for \$2.50, while I was sticking out for \$5.00 just as Lem and me had agreed.

"Well, sir, I got darned good and mad. I began to see red. Here my old pal and comrade had double-crossed me, he lied and he was stealing away from me my part of the business. That night I went back to the cabin and prepared for war. The next day I started in' pullin' 'em out for nothing, and I've been pullin' 'em out for nothing ever since. I've been *busier than hell*. I'm gosh darned if I ain't showing that son-of-a-gun somethin'."

The New Yorkers proceeded on their way. They were impressed with these incidents coming out of the great lumber preserves in the far north, which show how alike are the demands of "this thing called business" on the men working with the great steel skyscrapers of a metropolis and those laboring amid the great trees of the forests.

Organized Advertising Is Charged with a Greater Responsibility

NEW YORK—The work that advertising has already done in helping to civilize America, as well as in building profits, was analyzed by prominent men and women, inside advertising and out of it, at the twenty-seventh annual meeting of the Advertising Federation of America here this week.

Many men who did not attend the convention employed the occasion to say something about advertising.

PRESIDENT HOOVER messaged: "Advertising has played an important part in raising our standards of living, in stimulating invention and in maintaining competition. By promoting production and distribution, it has brought within the reach of many the comforts and conveniences previously enjoyed by the few. . . . Sound, constructive advertising is bound to aid in accelerating the return of normal business activity."

And CALVIN COOLIDGE wrote in his syndicated column: "In the efforts made to eliminate waste in our commercial life none has been more important than the elimination of the waste of misrepresentation in advertising."

Speaking at the opening luncheon of the convention, FRANKLIN D. ROOSEVELT, governor of New York, pointed out that "in spreading the doctrine of the necessity of advertising, which your profession has so thoroughly sold to the public, you can help also to establish in the minds of the people the importance of advertising the functions of government. . . . Yours is a great responsibility, for during these past two years we have come to understand the dangers of overproduction, the dangers of making people buy things they neither want nor need, and the necessity of planning on a national scale to avoid a recurrence of present troubles."

GILBERT T. HODGES, New York *Sun*, president of the A. F. A.: "The first big step" in bringing back prosperity is to "stop negative and destructive advertising. We must stop advertising hard times. We must stop advertising unemployment. We must stop advertising loss of jobs and low-

ering of wages. . . . Industry as a whole should grapple with this problem and do everything in its power to maintain wages and employment. When you cut a man's wages you not only cripple his buying power but you ruin his morale. . . . We must stop advocating the further reduction of prices." This leads only to "further reduction in business and profits. . . . Let us pick up the shining sword of advertising and strike off the head of that national bogeyman—fear of the future."

COLBY M. CHESTER, president, General Foods Corporation: Submit your advertisements to the tests of truth and good taste, but make them interesting. Be fair to competition. "It is significant that those manufacturers whose products have been most consistently advertised . . . have in general been able to weather the storm."

ALBERT C. RITCHIE, governor of Maryland: The remedy for present social and economic problems is not "communism nor socialism" but "rather to examine the fundamentals of our institutions, change what has become outworn and inadequate, but preserve what has stood the test of experience and time. . . . If business does not realize that the problem of unemployment belongs primarily to it, if business does not have or acquire the statesmanship within itself to find the remedy, then the Government . . . will seek the remedy and find it. . . . Business should stop looking to the Government to police it and subsidize it and to cure the ills of its own making."

GEORGE B. CORTELYOU, president, Consolidated Gas Company, New York, before the public utilities departmental meeting: "The need for public understanding of the utility business has grown to a point where it is at least equal in importance to the technical and economic problems which continue to confront us. . . . Advertising, as the liaison of utilities, can do much to create and enlighten public opinion based on sympathetic knowledge of our mutual requirements and aims." The time is not far distant when "any company, utility or otherwise, which shall attempt to supply in-

Hoover

"... advertising
will accelerate
recovery"



Bachrach



Matzen

Kelly

... wants a national fact-finding commission.



Kamera, Inc.

Collins

... cries for an honest, critical appraisal of facts.



Dudley Hoyt

Hodges

... thinks hard times have been over-publicized.



Kettering

... get new products and stop slinging mud."

ferior service or merchandise will be well advised to avoid the use of advertising under any and all conditions."

EDWIN GRUHL, vice-president and general manager, North American Company: "Advertising is the principal factor in lessening the cost of distribution; electric power in lessening the cost of production. Fundamentally, both have contributed to the reduction of cost to the ultimate consumer. . . . Salvation lies in the 'minus costs' we can create. A hopeful sign . . . is the fact that only 53 per cent of factory machinery is motivated by electricity and of manufactured products less than 50 per cent are sold through advertising."

MISS MARION C. TAYLOR, president, The Fashion Guild, New York: Good taste is the 'strongest selling attribute in merchandise or advertising today. . . .' To appeal to the general public a product 'must nearly always have something a bit colorful, glamorous and perhaps somewhat luxurious in character. It is just the natural craving after romance, luxury, better living. In the upper strata, however, we express it in a different way. We have learned that every expression of overindulgence is a sign of a lack of knowledge, a lack of sophistication.'

In a statement read at the newspaper departmental meeting **ROGER W. BABSON** said: "The old law of action and reaction teaches now that unparalleled prosperity will again follow the present depression. Statistics now indicate that business has seen the worst. . . . Irrespective of what happens to the stock market in the next year, I am willing to stake my reputation . . . that although the change will be slow, it will be in the right direction."

KENNETH COLLINS, executive vice-president, R. H. Macy & Company: "I see but one solution (for the business depression). That solution lies in an honest, critical appraisal of the facts and a forthright presentation of them." Mr. Collins mentioned that the number of transactions in Macy's, a consistent advertiser, last week was 42 per cent ahead of the corresponding week of 1931, a record year.

GLENN FRANK, president of the University of Wisconsin: "We are suffering from a bankruptcy of followership no less than from a bankruptcy of leadership. . . . In American business this is revealed in the

wide divergence between the economic outlook of the really 'big' business man and the vast majority of smaller business men. . . . No one knows how much of really great economic leadership is today held in leash because it is convinced it could not swing the majority business men with it."

GROVER A. WHALEN, general manager, John Wanamaker's, New York: "Why not apply the same successful theory of organization (as that employed by labor in forming unions for collective dealings) to business? Let us substitute our scattered group leaders for . . . an American Federation of Business."

BRUCE BARTON, chairman of Batten, Barton, Durstine & Osborn, Inc., before the newspaper departmental meeting: "Radio occupies only a minor place in the advertising world, and the newspaper should not fear its competition. . . . Television, radio and all other such devices will never replace print."

CHARLES F. KETTERING, vice-president in charge of research of General Motors Corporation: "Advertising is the story of the product. Business will come back when we get products people want to buy. If one-tenth of our energy were spent in getting products, instead of slinging mud, business would come back sooner. Research is simply an organized method of keeping everyone dissatisfied with what they have. The object of research is to find out what you are going to do when you can't keep on doing what you are doing now. . . . The business depression came when we forgot that markets are not indefinitely elastic. . . . There is too much standardization of ideas in America; it was never so difficult to sell a new idea as it is today. . . . Advertising has almost ruined salesmanship; and yet advertising merely paves the way for salesmanship. We must put the human element back into business."

D. F. KELLY, president, The Fair, Chicago, and of National Retail Dry Goods Association, New York, suggested the establishment by the Advertising Federation of America of a national fact-finding commission, embracing advertisers and agents, to undertake analyses of the value of advertising media with a possibility of effecting reductions in newspaper advertising rates, which, he said, have been maintained in the face of the recent reduction in commodity prices.

JAMES J. WALKER, mayor of New

York: "The money that was in this country in 1928 and 1929 is still here. . . . It must be that the confidence of the people was lost and not the money. . . . I don't know whether the confidence must come from the Government, and if it should it has been lacking . . . but there should be leaders that will inspire confidence."

HARFORD POWELL, JR., H. B. Humphrey Company, Boston, before the magazine meeting: "A golfer goes to the first tee prepared to play that hole in just four strokes again. Same old drive with a driver. Same old second shot. Same old approach dead to the pin with a mashie. Same old putt. Why does the advertiser, unlike the golfer, try to change a successful way of doing things? Why does he employ new tools all the time? Why does he feel then that new mediums are so important when on the golf course he doesn't feel weird new clubs will somehow better his score?"

W. D. CANADAY, vice-president of Lehn & Fink, New York, before the motion picture meeting: "The withdrawal of the larger theatre chains in the distribution of advertising films is not as important as it may appear. . . . Independents control more than five times as many theatres as the chains. . . . If your picture is right and it is good entertainment, most of these theatres will run it."

LEO E. MCGIVENA, promotion manager, New York *Daily News*: "It is no reflection on newspapers as an advertising medium if a newspaper publisher uses media other than newspapers for his own promotion advertising. Through the trade papers and direct mail he can reach most effectively the audience he is most interested in influencing. . . . Take two weeks off and call on the twelve most important buyers in the country. Find out what will interest them. The others will follow these leaders."

HAROLD POTTER, advertising manager, Welch Grape Juice Company, before the Newspaper Advertising Executives Association: "Newspaper men should seek out district sales managers of their advertisers and prospects and acquaint them with the marketing facts of the local areas, especially those peculiarities of taste, temperament and purchasing power which make the sales and advertising problems of one locality differ from others."

40 Million Dollars

Voted for Public Improvements in Kansas City

BY a 4-to-1 majority the people of Kansas City and Jackson County, Mo., have just voted to spend 40 million dollars in public improvements. Special tax assessments in districts benefited by trafficway will add 10 million dollars to the total.

Not one of the 20 bond proposals was defeated. The victory was overwhelming. Never before has Kansas City adopted a program of such magnitude. Never before has Kansas City voted with such unanimity on a civic issue.

A new city hall, a new county court house, a new public auditorium, a new stadium, new trafficways, are among the items in the list of improvements.

For two years Kansas City has seen a tremendous expansion in buildings financed by private capital. Four structures of 28 to 32 stories have recently been erected or are nearing completion. A dozen buildings of less altitude have also been added to the downtown district.

Just the private projects about to be started (not counting the ones completed or under way) represent conservatively 15 million dollars. The new post office building, contract for which has been let, will add 4½ million dollars.

A grand total of 69½ million dollars to be expended for major projects in Kansas City.

Advertisers who desire to serve this progressive, forward-looking community will find in The Kansas City Star a medium sufficient to their requirements—

Circulation coverage, the most thorough in America!

Advertising rate, the lowest in America!

THE KANSAS CITY STAR.

More Evidence that Business Has Turned the Corner

HAS the low point of the present depression passed, and can the small but steady gains of the past several months be regarded as the beginning of recovery? There is some evidence to believe that an affirmative answer to these questions is warranted.

This article presents certain portions of our business cycle record of the past fifty years and certain characteristics of business cycles that they may serve as a background or standard of comparison for the events since the 1929 boom and those of the next year or two.

We are here concerned chiefly with drawing attention to certain characteristics of American business cycles as shown by the ups and downs in industrial activity. Consequently very little will be said about the economic factors underlying those recurring fluctuations.

One set of facts deals with each of the recessions in industrial activity since 1920, facts which were found useful in answering the question in the spring of 1930, whether we were facing a minor or major depression; the others, one dealing with several major depressions before the war and one with cycles in production of a selected group of non-agricultural manufactures, were found useful in consid-

BY LOUIS H. BEAN

Senior Agricultural Economist, Bureau of Agricultural Economics,
Washington, D. C.

TRENDS IN INDUSTRIAL ACTIVITY IN THE UNITED STATES FOLLOWING THE PEAKS OF 1920, 1923, 1926, AND 1929

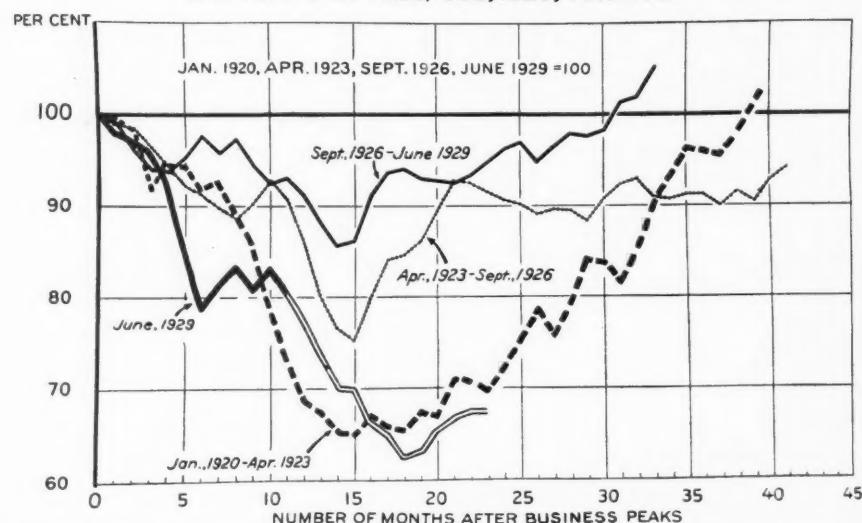


Figure 1.—During the last part of 1929 and early 1930, one of the common questions was, how far below the 1929 peak is the recession in industrial activity likely to go? A study of the trends in industrial activity following three previous peaks furnished an accurate answer. See article for detailed explanation.

ering the question as to the possible extent and duration of this current major let-down in business activity. In a concluding article, other portions of

the record will be reviewed to throw light on the probable course of business once the low level has been reached.

During the last part of 1929 and the first few months of 1930 one of the common questions was: Is the depression going to be a major one like that of 1920-21, or a minor one like that of 1923-24 or a still smaller one like that of 1926-27? In other words, how far below the 1929 peak was the recession in industrial activity likely to go? To answer this question it seemed desirable to arrange the records of those depressions as shown in Figure 1, making use for this purpose of the Federal Reserve Board Index of Industrial Production (minerals and manufactures using both agricultural and non-agricultural raw materials). Each of the peaks, which occurred at approximately three-year intervals in 1920, 1923, 1926 and 1929, is here taken as the starting point. The several descending lines show the course of the recessions, and their subsequent upturns show the revivals to the next peak. The figures at the

TRENDS IN INDUSTRIAL ACTIVITY IN THE UNITED STATES FOLLOWING THE PEAKS OF 1893, 1907, 1920, AND 1929

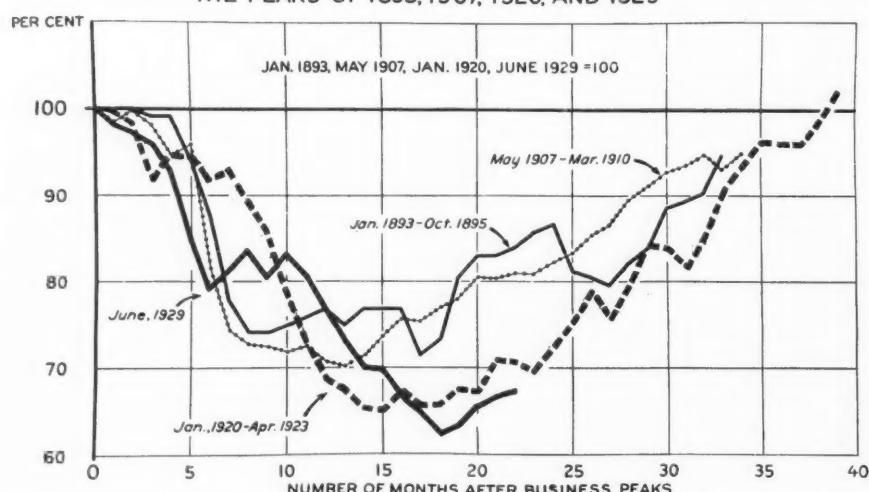


Figure 2.—A study of three major depressions reveals certain likenesses between the current depression and that of 1920-21. This chart suggested that the termination of the current decline was not to be expected before the end of 1930. To date the record shows that the lowest point was reached in December of that year. See article for detailed explanation.

St. Louis believes in Distribution

As the most central metropolitan city in the United States, St. Louis offers strategic location for either sectional or national distribution, and the most modern facilities for its handling... The two huge merchandising buildings shown, each with more than a million square feet of floor-space, provide manufacturers and distributors new opportunities for warehousing, display, sales, shipments and centralized control from the heart of the natural business center of the Southwest.

INDUSTRIAL BUREAU of the INDUSTRIAL CLUB
511 Locust Street St. Louis, Mo.

THE NEW

ST. LOUIS MART

THE NEW INDUSTRIAL TERMINAL BUILDING

side show the extent of the decline and the figures at the bottom the number of months after the peaks. Thus there are revealed (1) the minor decline from the peak of September, 1926, which reached a bottom fourteen to fifteen months later; (2) the greater decline after the peak of April, 1923, which also reached bottom about fifteen months later and (3) the drastic decline of 1920-21 which did not reach bottom until fifteen or eighteen months after the peak.

Compared with these earlier recessions, the decline from the June, 1929, peak to December, 1929, particularly after the first stock market crash, was very sharp. The slight recovery in January and February of 1930 (shown opposite the seventh and eighth months) naturally suggested to some that the decline in business was over.

But a closer study of these recessions revealed a common characteristic suggesting that the worst was then not over—that characteristic being that the declines of 1920-21, 1923-24 and 1926-27 each included temporary recoveries before reaching their lowest points. In view of this fact and that the level of industrial activity during the seventh to tenth months after June, 1929, peak remained at a low level approximating the decline in 1920, it was not surprising to see the temporary recovery give way to further recession and that recession develop into a major depression.

Suspecting that the depression developing during the first part of 1930 was of a major sort, it seemed desirable to study the current developments with records of major depressions as a background and for that purpose there were selected the sharp depressions of 1920-21, 1907-08 and 1893-94. There were two other major depressions in the past fifty years, one following the peak of 1882 and another

the peak of 1913, but these were slow, gradual depressions and therefore apparently different from the other three very rapidly declining ones, which are sketched in Figure 2.

The depression which set in after the peak of January, 1893, made most of its decline during the first eight months. This is also true of the depression following May, 1907. One of these reached the lowest level in about thirteen months, the other in seventeen months. The depression following January, 1920, was of a more gradual nature, made practically all of its decline in fourteen months and reached its low fifteen to eighteen months after the peak and then began a persistent recovery to a subsequent peak in the spring of 1923. Some of the conditions in each of these earlier depressions were like those of 1930, but there were many others quite different, making it difficult to appraise the probable effects of the declining prices of 1930, the accumulation of stocks, the decline in foreign trade, reduced buying power of consumers in cities and on farms, here and abroad, and the widespread losses from the 1929 stock market crash. But with the current depression behaving more nearly like that of 1920-21, the termination of the decline was not to be expected much before the end of 1930. To date (May, 1931), the record shows that the lowest point was reached on the eighteenth month, December, 1930, and that during the first four months of 1931 the recovery has been of the sort that developed after the low point of July, 1921.

The suggestions derived from these comparisons early in 1930 that a major depression was in the making and that it would probably not stop declining before the end of the year were also indicated by the character-

istics of cyclical fluctuations in production in a selected group of non-agricultural industries.

Instead of the usual method of portraying business cycles by combining measures of a large variety of activities such as pig iron and steel production, mineral production, car loadings, cotton consumption by mills, meat packing and electric power consumption, we have taken a group of manufacturing industries which use largely non-agricultural products, for it is the latter principally which give shape to our business cycles and not those industries closely dependent on agricultural production and prices.

Those that are closely dependent on agriculture for raw materials, such as the food industries and the textile industry, do not show such regular cyclical fluctuations as do the basic industries of iron and steel, automobiles, etc. The former are frequently influenced by agricultural production, marketings and price conditions rather than by financial and business conditions. The availability of large agricultural supplies at unusually low prices has at times been sufficient to turn the course of activity of these agricultural industries in an upward direction while the non-agricultural were still declining. This was true early in 1921, in 1927 and in the last half of 1930. The production of the latter non-agricultural industries for the period since 1913 has, therefore, been combined into a separate index and shown in Figure 3.

Certain characteristics of these non-agricultural business cycles of recent years stand out quite clearly. First there are revealed the three major depressions with low points in December, 1914; July, 1921, and December, 1930, so far in this depression. Following the 1914 low point there oc-

(Continued on page 494)

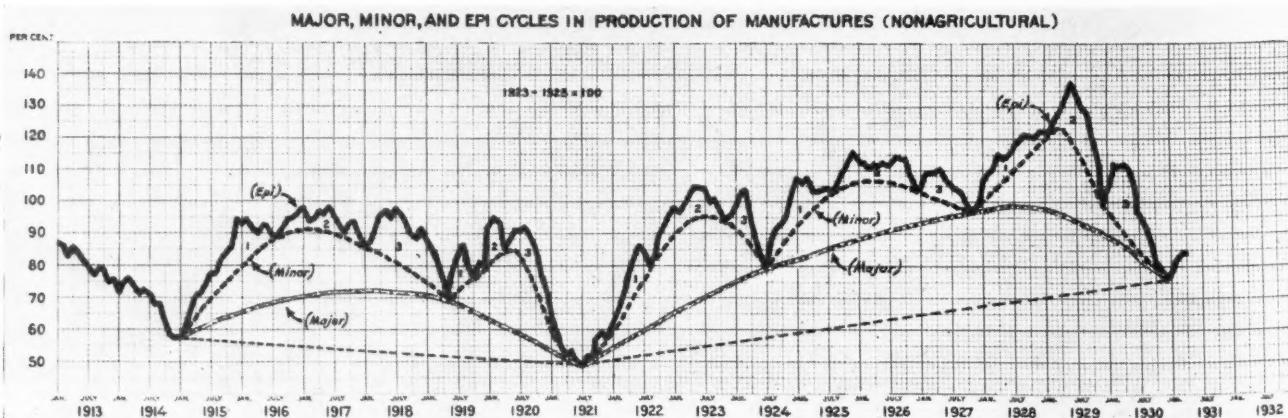


Figure 3.—One of the most interesting of all chart analyses of business depressions which have come to the attention of the editors of this magazine is this one indicating that each of the minor cycles of a major depression is made up of three epi-cycles. This lends considerable weight to the belief that December, 1930, marked the low point of the current recession and that the gains recorded since that time will continue. See article for detailed explanation.



\$545,000,000 in Wages Represents Only Part of Detroit's Buying Power

In order to get a complete picture of the tremendous market Detroit offers you, you must add to this staggering sum another great sum made up of income from all other sources.

How can you best offer your product in this market?

The experience of many decades has proved beyond doubt that the best selling approach to the Detroit market is through the pages of The Detroit News.

When Detroit was a comparatively small town, half a century ago, *The Detroit News* had thorough coverage. It was the town's oracle and guide in the good old-fashioned sense. Today with Detroit the center of a trading area embracing over 2,300,000 people, people whose influence stretches far out into the world, *The Detroit News* continues to have the same thorough coverage, and is still regarded by the people of Detroit as an integral and

necessary part of the great community it serves.

The week-day issues of *The News* reach four out of five of the English-speaking homes in Detroit with 76% of this circulation being home delivered.

Important and successful advertisers know the value to their business of this extraordinary situation. They are proving its value month in and month out by their successful use of its advertising columns.

For 17 years *The Detroit News* has been first, second or third in advertising lineage in the United States.

In 1930, 51% of the national advertisers using one newspaper in Detroit used *The Detroit News*.

We can show you at any time, as well, overwhelming evidence of actual results directly traceable to advertising in *The Detroit News* . . . not only to the advertising of local merchants, but particular evidence in the case of national advertisers!



The Detroit News

THE HOME NEWSPAPER

New York Office:
I. A. KLEIN, INC., 50 E. 42nd Street

Members 100,000 Group of American Cities

Chicago Office:
J. E. LUTZ, 180 N. Michigan Ave.

Tip-Top Salesmen I Have Met

Part V of an article in six parts*

BY RAYMOND J. COMYNNS
*Former Director of Sales Training, Alexander Hamilton
Institute, New York*

ABOUT six months later Wylie dropped in on me for a talk about my insurance. He pointed out that my only provision at that time was to dump a lot of cash into my wife's lap and suggested that it might be wiser to arrange payment on an income basis. I suspect that what he really was after was to persuade me to take out endowment policies for the education of my children, each maturing about the time that the beneficiary should be ready for college. He ran into a very strong opinion which stopped him very quickly on that, however. Fifty or a hundred thousand dollars of insurance may sound like a lot. It is not so much, however, in terms of income. It could not maintain the standard of living nor yield the income of the provider able during his lifetime to carry that amount. One hundred thousand will yield, at most, \$5,000 a year. The man able to carry that amount of insurance would have to be earning much more than that. From that viewpoint no man is ever adequately insured. I have long felt that any boy who, with his father dead and his mother in that position, would not dump into her lap any money provided for his education and proceed to work his way through college would, by his failure to do that, prove that he was not worthy of a college education. With girls it is different, but, in my opinion, it is better to lump the insurance income and let the mother take care of the girls' education.

Well, Wylie took my policies away to study them and submit a plan. The plan was really very well worked out. Almost the first words in it, however, were to the effect that it would seem that I needed \$5,000 more insurance to take care of immediate cash require-

ments. When I next saw him I said: "You're an awfully nice fellow—so helpful. You sell me \$24,000 of insurance on the argument that my insurance program will be filled for three years. Then six months later—so solicitous that I have a plan—you discover that I need \$5,000 more insurance." I wanted the sarcasm to burn him up.

"I want to apologize for that," he replied without batting an eye, "you have an endowment policy for \$1,000 coming due this year. That should have been \$6,000." We both laughed, I told him where to go, and no more was said about it.

A short time after the manager who had originally sent Wylie to me asked me to talk to his entire organization and to put especial emphasis on closing. He felt that some of his men were failing to get applications merely because they failed to ask for them. What better thing could I do than ask Wylie to absent himself from that meeting while I told the stories recounted here? After telling the story of the \$6,000 recommendation, on the spur of the moment, and for no better reason than that I wanted a strong close for my talk—egotism, too, I imagine—I closed with: "And, gentlemen, the only reason Wylie hasn't gotten that six thousand is that he has lacked the courage to ask for it!"

Naturally, Wylie was in to see me a day or two later. "I suppose you know that you have put me in an embarrassing position," he began.

"If you mean that six thousand," I replied, "I knew I had let myself in for it when I was foolish enough to make that crack, so get out the application and let's have the painful business over with."

"Wait a minute," said Wylie. "Inheritance taxes and expenses will take, in your case, about \$3,500." (I called him a liar and thanked him for the compliment.) "Then we usually figure that it will take another

\$3,500 to pay the doctor, nurses and the undertaker (gentle, diplomatic soul). That's \$7,000. And \$11,000 would be a nice figure because it will bring you up to sixty. So we'll make this application for \$11,000."

I was away ahead of him. I divined almost immediately that he was going to try to make my total insurance an even sixty thousand. And I had come to the conclusion that it would be a nice figure before he mentioned it. And, if I must confess it, I rather enjoyed the thought of his being able, when he returned to his office and got a veritable blast of "Well, did you get it?" to answer: "Did I get it? Yes. And five thousand more!" But if he had been satisfied with six, that is what he would have gotten.

An assistant of mine, married, one child, living in an apartment, came into the office one Monday morning all thrilled and enthusiastic over a house he had seen the day before in a nearby Long Island suburb. A country club with a bathing beach within a stone's throw, tennis club nearby—everything. And the house! According to him it was a "darling." He went into ecstasies over each minute detail. "And right across the street from me—"

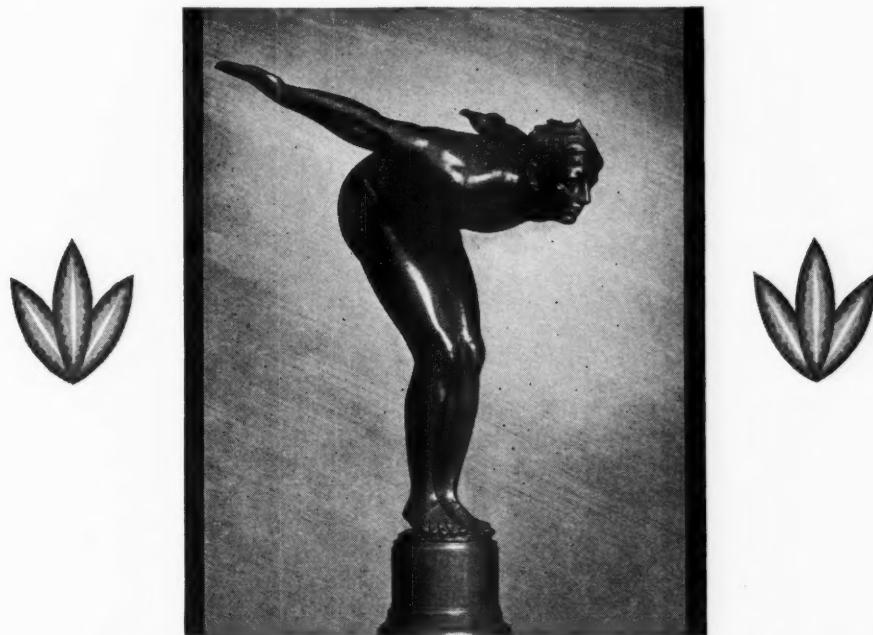
Why Didn't He Buy?

"From you?" I interrupted. "Then you bought the house?" Well, no, he hadn't, quite, but he thought he would. The home light was in his eyes.

Now, I don't know to this day what it was that was right across the street. I thought I knew what was right around the corner for him, however. He seemed destined to buy that house. His wife, I learned, had been just as enthusiastic about it as he was. What kind of real estate salesman was it who would let that boy get away without committing himself for that house—that day? What was there present in the way of resistance to that sale? How could that salesman ever expect to close any sale if he couldn't close that one? What kind of salesman would it be who would not be on the job within the next day or two before his prospect got cold? I don't know the answers to those questions because I never saw that salesman and I certainly would have been introduced to him had he ever come into the office.

And now it doesn't matter what was across the street. I waited about a week to give him his fair chance to consummate a sale he had really made. Then I had one of my friends in the real estate business in my home town in Westchester County drop into the office casually. I introduced him

*Parts I, II, III and IV of this article appeared in SALES MANAGEMENT for May 9, 16, 23 and June 13, 1931. Another will be printed next week.



THE ART OF PLATE MAKING

With Full Interpretative Values

TIME has trained the hand of the true craftsman to translate and execute with precision, accuracy and pride the commissions intrusted. The Photo-Engraver has gathered metals, acids, crystals and fibers and converted them to the processes of producing pictorial printing plates. Few without the craft realize the numerous operations and the multiplicity of factors employed. Invitation is extended to the interested public to visit our plants.

COLOR PROCESS. BLACK and WHITE. BEN DAY. LINE

Illustration: "The Plunger" by R. Tait McKenzie
Courtesy, Grand Central Art Galleries
New York



STERLING ENGRAVING COMPANY

EAST PLANT—304 East 45th Street—*Vanderbilt 3-7661 to 7666* WEST PLANT—475 Tenth Avenue—*MEdallion 3-1900 to 1905*
NEW YORK, N. Y.



Wh

What! *increase our appropriation in June?*



It's an old custom with many manufacturers to curtail advertising when summer comes round. What they say in effect is, "We hereby notify everybody that we do not expect to do business during the vacation period."

But we believe advertising is a 12 months' operation for every company that keeps salesmen on the job the year round. We believe the company that can afford to let up in July and August can afford to let up in October and January.

We believe, too, that the business man, the merchant, the engineer is going to read his business paper more than ever this summer. The reason must be obvious to anyone who knows what business is doing now to make short cuts to profits.

Because we really believe these things, we are increasing our advertising appropriation to launch a supplementary campaign in business publications just as summer begins.

In other words, we are notifying business men who use advertising and business men who ought to use it that we are not only open for business in July and August but that we are going out after it. Our advertisements will tell you *what business paper advertising can do for you right now*. They will point the way for you to *invest your money in business publications for effective results*.

Salesmen never needed hard-hitting advertising more than they do now. Give them help. Increase your advertising at once. Your advertising manager or agent knows the leading business publications. Get him at work on a real schedule. Orders won't wait.

McGraw-Hill Publishing Company, Inc.

to the home-seeker and they made a date for the following Sunday. The home he bought that day is within a few blocks of mine. It was not particularly the home he saw in that Long Island suburb which aroused his enthusiasm. Any nice, new, modern house, well located, would have looked equally good to him. That was proved by his getting equally enthusiastic over the house he did buy, though there was little similarity between the two and they were in widely divergent locations. He was just home hungry and ripe to be sold by the first real real estate salesman who had anything attractive to offer. (Proof-reader: Leave both of those "reals" in. I know what I am talking about. All real estate salesmen are not real salesmen).

Youthful Flyer in Land

In 1906 I was in my late teens. There was a great real estate boom on in Long Island. It was the first thing of the kind I had witnessed. And I thought that every young man ought to have some stake in the great development. Consequently, I was easy picking for the first salesmen I met—casually, in a social way. It did not matter to me where he was selling. I did not know one location from another. So long as the property was fairly close in I felt it had to be good. Of such psychology are booms made.

On a February day he took me to a development outside of Flushing, Long Island. We looked long and earnestly at one piece of property which was attractive to me because it was large and cheap. The salesman was of the opinion, however, that I would do better by buying on an old-established main road which ran along one edge of the development. So we looked up there. "Here," he said finally, "is your land." And he paced off a great rectangle in the snow. My land! Wonderful phrase! The plot I was considering was forty by a hundred. In subsequent years I was never able to look at that land without seeing those footmarks imprinted in snow. And it may have been youthful pride of possession, but the actual confines of that land always seemed far inside those footmarks I carried in my memory.

The total price, I remember, was \$1,040. I could not quite meet the terms he quoted. So we went down to consult the boss in a great old mansion on the corner of the property, used as an office. At first he refused to let the piece go on the terms I offered. That made it seem doubly valuable and I went after it pleadingly. He tried to raise the terms a

little. I couldn't be sure of meeting them so I stuck to mine. But it became almost a matter of life and death to get that land. Eventually, they let me have it—on my terms.

It seems to me now that I paid \$22 a month on it for years. I have always remembered my mental attitude at that time. Never be too quick to make it easy in a deal of that kind. Pull a thing away from one, make it seem just a little bit difficult to get and, if you have aroused any degree of desire at all, your prospect will reach out for it, want it harder. Some salesmen apply the term negative selling to this.

I must admit that I made a mistake in that purchase. It did not make me wealthy as I seem to have had a vague idea it might. I went in the wrong direction. Growth did not go that way, at least rapidly, because transportation did not go that way. Had I gone in another direction in the same town, I could have sold a very few years later for from five to ten times my purchase price. I did not go there because asking prices were considerably higher at that time and I could not see why. I have had no trouble in seeing why since.

Effect of Transportation

Transportation, to which I did not give sufficient consideration, was better then. When I had finished paying for my lots I could not have sold them for \$500. However, maybe it was a toss-up, at that. The subsequently constructed subway happened to hit out in that other direction and might conceivably have been planned to go my way. Twenty years after my purchase I sold that land for \$2,500. That is not, of course, making money. However, the \$2,500 looked like found money when I got it and I suspect is just \$2,500 more than I would have had as I look back on those years during which I made the payments. It was lucky I got up on that main road. I don't think the piece I first looked at is today worth the figure the developers were asking for it then. I cut my eye teeth on that piece of real estate at pretty low cost. It taught me to study trends in transportation and growth of population.

Not long ago I became interested in a large tract that was being auctioned in my home town. At the close of the auction a few scattering parcels remained. It was announced that they might be purchased at auction prices paid for neighboring parcels. Taking my family for a late afternoon ride a day or so later, I automatically headed toward the development, principally, I

suppose, because I had bid in a piece of business property along the main street and wanted to look at it.

As I drove in, a man emerged from the small office on the property and approached my car. "Interested in some of the remaining pieces?" he asked.

"No," I replied. "Just drove in to look the place over."

"Well, I'll be glad to point them out to you anyhow." And he mounted the running board of the car. Frankly, I would rather not have had him, but it seemed unimportant. One of the first pieces he pointed out, a plot of four lots, seemed to me one of the best located in the entire tract—and I had given it rather careful study. "Wonder how that piece escaped," I commented.

"Make Me an Offer"

Eventually we had made the circuit. I stopped before the office to let my guide off and thanked him for his courtesy. He stood beside the car.

"Don't you want to make an offer on some of the plots you've seen?" he asked.

"No," I replied, "I'm not especially interested."

"You did seem especially interested in those four lots on Harding Drive," he remarked.

"Yes, they are well located," I replied, "but I wouldn't pay auction prices for them."

"Well, make me an offer," he came back.

"No," I was miles away from being interested, "the price I'd offer you, you wouldn't accept."

"Well, let's have the offer anyhow."

I thought quickly. Lots adjoining had brought as high as \$1,500 in the early stages of the auction and, when bidding was lagging, most lots in the neighborhood had brought \$1,200, with one lone purchase at \$1,100. "I'll give you \$800 apiece for them," I snapped.

"Hm," he registered doubt. "I don't know. Then, suddenly brisk, he opened the door of the car, extended his hand to help me out, and said: "Come inside for a moment while I make a memorandum of that to submit downtown."

I give you my word that the difference between my getting out of that car, acceding to his request and refusing to, lay in his actions more than in his words. And there is a deep and important lesson here for every salesman. If he had not opened the door of that car, possibly if he hadn't made that seemingly unimportant gesture of help and expectancy, I think I

(Continued on page 494)

TIRES

THE TRADE PAPER OF THE TIRE INDUSTRY

Has Purchased

TIRE and AUTO ACCESSORY TOPICS

THUS TIRES, the business paper of the tire trade and the oldest strictly dealer publication in the field, continues its aggressive service of simplification—so to consolidate, organize and assimilate the best methods of tire trade representation in *one* medium that the advertiser, so far as this field is concerned, may find in such a medium the *complete* fulfillment of his requirements.

ALREADY TIRES had announced that with the current June issue it would increase its coverage by two-thirds, providing a publisher-picked, Super-selective circulation of 20,000 which in accordance with the most expert figures available will give the advertiser the maximum profitable coverage of the independent retail tire field. "Tire Topics" in certain broad respects has pioneered the idea of the complete selective coverage of this field and by purchasing this publication at this

particular time TIRES is, in a manner of speaking, enabled to control the controlled media policies

of this trade to the end that confusion and waste may be spared the advertiser and that a unified, studied plan of efficient publication service of this character may be promulgated to the advantage of all concerned.

WITH its June issue, therefore, TIRES can say this to the prospective advertiser in the tire and allied accessory field: "Here you have the oldest dealer publication in the field with the latest and most complete form of service. So far as this industry is concerned TIRES has removed every 'if, and or but' of media preference by determining and providing once and for all, the maximum profitable coverage at the minimum possible price—and *no other publication does it.*" The simpler the story, the stronger the case.

Federated Business Publications, Inc.

420 Lexington Ave.

New York

Make your Advertising

WHEN your dollars are so invested as to buy *more* advertising POWER . . . this is the equivalent of an *increased* appropriation. Eliminate thin waste circulation in pinch-penny villages and in rural byways. Concentrate . . . make your dollars buy more *advertising*.

ADVERTISING RESULTS ARE GREATER WHERE:

- 1 Population is thickest
- 2 Dealers are concentrated
- 3 Living standards are highest
- 4 Wealth is greatest
- 5 Fashion sense is developed

**CONCENTRATE YOUR ADVERTISING WHERE
GREATEST PROFIT CAN BE MADE**

Scripps-Howard Newspapers offer the highest concentration of circulation available in one unit for national advertising . . . enabling the advertiser to secure maximum selling power by placing the weight of the appropriation against the greatest potential for sales.



SCRIPPS • HOWARD NEWSPAPERS

MEMBERS OF THE UNITED PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS AND OF MEDIA RECORDS, INC.

NEW YORK *World-Telegram* SAN FRANCISCO . . . *News* BUFFALO *Times* COLUMBUS . . . *Citizen* YOUNGSTOWN *Telegram* HOUSTON . . . *Press*
CLEVELAND . . . *Press* WASHINGTON . . . *News* INDIANAPOLIS . *Times* AKRON *Times-Press* FORT WORTH . . . *Press* EL PASO . *Herald-Post*
BALTIMORE . . . *Post* CINCINNATI *Post* DENVER *Rocky Mt. News* BIRMINGHAM . . . *Post* OKLAHOMA CITY *News* SAN DIEGO . . . *Sun*
PITTSBURGH . . . *Press* COVINGTON *Kentucky Post* TOLEDO *News-Bee* MEMPHIS *Press-Scimitar* KNOXVILLE *News-Sentinel* EVANSVILLE . . . *Press*
—Kentucky Edition of Cincinnati *Post* ALBUQUERQUE *New Mexico State Tribune*

NATIONAL ADVERTISING DEPT., John E. Finnegan, DIRECTOR, 230 PARK AVE., NEW YORK, CHICAGO, SAN FRANCISCO, DETROIT, LOS ANGELES, ATLANTA, PHILADELPHIA, BUFFALO, DALLAS

Buy More PROFIT

THESE FACTORS DISSIPATE PROFITS

- 1 High Sales Costs to Reach Distant Outlets
- 2 High Advertising Costs Because of Waste Circulation
- 3 High Advertising Costs of Forced Combinations
- 4 High Advertising Costs Where Circulation Productivity is Lowered by Premiums
- 5 Selling Outside the Logical Market

THESE FACTORS CONSERVE PROFITS

- 1 Intensive Cultivation of Easily Accessible Dealers
- 2 Elimination of Mediums With Heavy Waste Circulation
- 3 Avoidance of Forced Combinations Which Greatly Increase Rates Without Increasing the Potential
- 4 Rejection of Newspapers Addicted to Use of Premiums and Contests
- 5 Advertise and Sell in the Logical Markets



74.4% of Scripps-Howard Circulation is Concentrated in Cities*

90.7% of Scripps-Howard Circulation is Concentrated in Profit-Areas**

Thus the larger part of your appropriation is directed where your potential for sales is greatest. This adequate concentration is secured in the cities (most important) . . . in trading areas . . . with a minimum of circulation in the sterile fringe outside.

* Scripps-Howard Cities of Publication

** Standard A. B. C. Trading Areas

Population Studies of Principal Markets and Their Tributary Areas

The outline of tributary areas, as shown by map and text, is advanced only as a rough approximation (keeping to county lines) of the trading area of each major market. Audit Bureau of Circulations statements were consulted for the definition of "carrier limits," "trading radius" and "eight largest cities within trading radius." See notes for sources of additional material on each market.

SUMMIT county and the four counties contiguous to it form a compact more-than-half-a-million market, a market which showed a gain of 20.8 per cent in population during the past ten years. The city of Akron gained 22.4 per cent.

The eight largest cities within the A. B. C. trading radius gained 36.4 per cent — better than twice the national rate of growth.

Market information about the Akron area may be obtained from the Akron *Beacon-Journal* and the Akron *Times-Press*.

Figures presented on total and per capita spendable money income as tabulated are taken from an original statistical study made by SALES MANAGEMENT and presented complete, in the annual reference number of this magazine issued September 27, 1930. For a full explanation of the method through which those figures were evolved, see pages 9, 10 and 11 of that issue. The figures on per capita spendable income as tabulated in this series of studies do not agree in all cases with the figures printed in the reference issue, since they have been corrected to correspond with the final 1930 population figures as compiled by the Bureau of Census. At the time the reference issue was printed only approximate figures were available.

Previous studies in this series covered New York City (January 31, 1931); Chicago (February 7); Philadelphia (February 14); Detroit (February 21); Los Angeles (February 28); Cleveland (March 7); St. Louis and Baltimore (March 14); Boston (March 21); Pittsburgh and San Francisco (March 28); Milwaukee and Buffalo (April 4); Washington and Minneapolis-St. Paul (April 18); New Orleans and Cincinnati (April 25); Newark and Kansas City (May 2); Seattle and Indianapolis (May 9); Rochester and Louisville (May 16); Portland and Houston (May 23); Toledo and Columbus (May 30); Denver and Atlanta (June 6); Dallas and Birmingham (June 13). Cities are being presented in the order of municipal population, beginning with the largest.

Similar population analyses of Providence and San Antonio will appear next week.

Number Thirty-two: Akron

(A.B.C. Trading Radius: 17 $\frac{3}{4}$ Miles—The circle indicates distance only; not exact boundaries of trading area)



Copies of these population analyses should be furnished to your sales manager, branch managers in the areas analyzed, sales research department, advertising department and to your advertising agency account executive. They will prove invaluable in more intelligent planning of sales and advertising programs, especially in the case of localized campaigns.

An Analysis of 1930 Population Figures for Akron and Surrounding Territory Compared with 1920

The tabulations and analysis presented in this series are original with SALES MANAGEMENT and are copyrighted. Reproduction, except by special permission, is forbidden.

Cities	Miles from Akron	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income, 1929 (000 omitted)	Per Capita Spendable Income
Akron	208,435	255,040	22.4	Summit	286,065	344,131	20.3	\$293,617	\$853
** Barberton	7.0	18,811	23,934	27.2	"	"	"	"	"	"
** Hudson	15.2	1,134	1,324	14.2	"	"	"	"	"	"
** Cuyahoga Falls	5.0	10,200	19,797	97.8	"	"	"	"	"	"
** Ravenna	15.0	7,219	8,019	11.1	Portage	36,269	42,682	17.7	28,819	676
** Kent	9.0	7,070	8,375	18.4	"	"	"	"	"	"
** Rittman	23.5	1,803	2,785	54.5	Wayne	41,346	47,024	13.7	37,180	790
** Wadsworth	14.0	4,742	5,930	25.0	Medina	26,067	29,677	13.8	16,988	573
** Medina	21.4	3,430	4,071	18.7	"	"	"	"	"	"
Stark					Stark	177,218	221,784	25.1	176,376	795
TOTAL FOR AREA						566,965	685,298	20.8	\$552,980	\$807

** Eight largest cities within the A. B. C. trading radius.

*** Other cities and/or counties over 200,000 within the A. B. C. trading radius.

"Miles from Akron" figures are from the Official Guide of the Railways and, in some instances, automobile road maps.

Number Thirty-three: Memphis

(A.B.C. Trading Radius: 69 Miles—The circle indicates distance only; not exact boundaries of trading area)

AS in the case of the Dallas area the big growth in the Memphis market centered in the city of Memphis, which gained 55.9 per cent in population between 1920 and 1930. With the exception of one or two very small towns within the A. B. C. trading radius no other city or county in the area matched this rate of growth.

The biggest county gain was made by Mississippi County, Arkansas, whose record was 46.4 per cent—almost three times the rate of national growth. Poinsett County, Arkansas, gained 42.4 per cent.

Market information about the Memphis area may be obtained from the Memphis *Commercial Appeal* and *Press-Scimitar*.

The tabular analysis of the Memphis area appears on the following page.

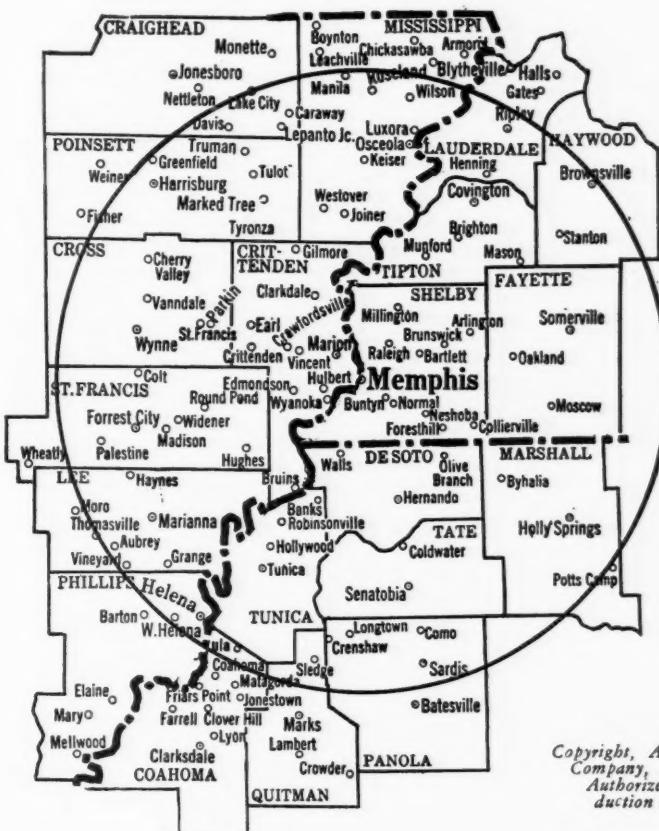
Dennison Puts Life-Size Santa Claus on Market

NEW YORK—In the belief that America will be out of the trenches by Christmas (and even if not that the nation still may be interested in Santa Claus), W. F. Powers Company here, a division of United States Printing & Lithograph Company, has started to manufacture a life-size Santa Claus to be distributed by the Dennison Manufacturing Company, paper products, Framingham, Massachusetts, to retail-

ers for store display and other promotion purposes and for sale to the public to bring Santa Claus, plump and red and glowing, right into the home for festivities.

The figure, which stands upright

with cardboard supports, is a sixty-two inch enlargement of a miniature Santa Claus which Dennison has been selling for some time. This company already has received orders for several hundred of the life-size figure.



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An Analysis of 1930 Population Figures for Memphis and Surrounding Territory Compared with 1920

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Cities	Miles from Memphis	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income, 1929 (000 omitted)	Per Capita Spendable Income
Memphis	162.351	253,143	55.9	Shelby	223,216	306,482	37.3	\$248,976	\$812	
** Helena, Ark.	66.0	9,112	8,316	— 8.7	Phillips, Ark.	44,530	40,683	— 8.6	13,889	341
** Covington	40.0	3,410	3,397	— .5	Tipton	30,258	27,498	— 9.1	6,194	225
** Jonesboro, Ark.	64.4	9,384	10,326	10.0	Craighead, Ark.	37,541	44,740	19.2	13,350	298
** Brownsville	59.0	3,062	3,204	4.6	Haywood	25,386	26,063	2.7	6,316	242
** Marianna, Ark.	51.0	5,074	4,314	—15.0	Lee, Ark	28,852	26,637	—7.7	6,164	231
** Forrest City, Ark.	44.8	3,377	4,594	36.0	St. Francis, Ark.	28,385	33,394	17.6	7,711	231
** Clarksdale, Miss.	76.7	7,552	10,043	33.0	Coahoma, Miss.	41,511	46,327	11.6	16,255	351
** Wynne, Ark.	46.0	2,933	3,505	19.5	Cross, Ark.	18,579	25,723	38.5	4,952	192
** Somerville	43.0	1,106	1,333	20.5	Fayette	31,499	28,891	8.3	5,571	192
** Ripley	54.6	2,070	2,330	12.6	Lauderdale	21,494	23,406	8.9	6,375	272
** Halls	67.3	1,400	1,474	5.3				See above.		
** Collierville	34.4	989	1,008	1.9	Shelby			" "		
** Monette, Ark.	40.1	1,065	1,111	4.3	Craighead, Ark.			" "		
** Earle, Ark.	26.6	2,091	2,062	— 1.4	Crittenden, Ark.	29,309	39,717	35.5		
** Parkin, Ark.	32.0	1,378	1,676	21.6	Cross, Ark.			See above.		
** Blytheville, Ark.	68.0	6,447	10,098	56.6	Mississippi, Ark.	47,320	69,289	46.4	21,025	303
** Luxora, Ark.	55.8	1,179	1,074	— 8.9				See above.		
** Osceola, Ark.	51.7	1,755	2,573	46.6				" "		
** Leachville, Ark.	34.1	1,157	1,157	0.0				" "		
** Manila, Ark.	28.0	971	1,226	26.3				" "		
** Harrisburg, Ark.	69.9	1,315	1,111	—15.5	Poinsett, Ark.	20,848	29,695	42.4	7,429	250
** Lepanto, Ark.	48.2	986	1,195	21.2				See above.		
** Marked Tree, Ark.	37.0	1,318	2,276	72.7				" "		
** Truman, Ark.	47.8	2,598	2,995	15.3				" "		
** Tunica, Miss.	38.8	955	1,043	9.2	Tunica, Miss.	20,386	21,233	4.2	6,615	312
** Batesville, Miss.	58.9	1,050	1,062	1.1	Panola, Miss.	27,845	28,648	2.9	5,769	201
** Holly Springs, Miss.	35.3	2,113	2,271	7.5	Marshall, Miss.	26,105	24,869	— 4.7	4,545	183
**					Tate, Miss.	19,636	17,671	—10.0	3,475	197
**					DeSoto, Miss.	24,359	25,438	4.4	5,714	225
**					Quitman, Miss.	19,861	25,304	27.4	5,356	212
TOTAL FOR AREA						766,920	911,708	18.8	\$395,681	\$484

** Eight largest cities within the A. B. C. trading radius.

*** Other cities and/or counties over 1,000 within A. B. C. trading radius.

"Miles from Memphis" figures are from the Official Guide of the Railways and, in some instances, automobile road maps.

Bar and Fashion Show Build Cadillac Sales

LONDON—Showmanship has joined hands with salesmanship to build volume for Cadillac and La Salle cars here.

Realizing that by the time freight and customs duties have been paid these cars are at a price disadvantage against domestic manufacturers who are straining every nerve to reduce the selling prices of their products in an endeavor to exclude foreign vehicles, General Motors, Ltd., is placing emphasis not only on the qualities of the products themselves but on the atmosphere in which they are sold.

To bring prospects into the showrooms H. Cecil Taylor, publicity manager of the corporation, recently added an American bar for the men, a fashion show with a mannequin parade for the women, and the Embassy band providing music for both.

An actor or other celebrity opened the performance each evening. On the first night 400 people were present. In addition to the sale of a large number of cars, Idare, who provided the fashion show, booked orders for \$3,500 of dresses in one evening.

Do You Want Reprints of the Population Studies?

The population studies of principal markets and their tributary areas, in the 150,000 group of cities, will soon be completed. A number of subscribers have already asked if reprints of the series will be available.

The publishers of SALES MANAGEMENT will arrange to combine these studies in a booklet, for quantity distribution at a nominal cost, provided enough readers place orders in advance to make a quantity run possible. These studies are the only ones of their kind available anywhere. They are the work of the SALES MANAGEMENT staff, and sales executives in many lines are finding them helpful in planning quotas, in allocating advertising appropriations and in aiding the men in the field. How many can you use? Write to the Managing Editor, SALES MANAGEMENT, 420 Lexington Ave, New York.

Negro Executives Stress Interracial Teamplay

NEW YORK—"Interracial Cooperation in Business" will be emphasized at the thirty-second annual convention of the National Negro Business League, New York, June 21-24.

At an inspirational meeting at Mother Zion Church in Harlem, Sunday, June 21, Dr. Robert R. Moton, president of the league and of Tuskegee Institute, Alabama, and Walter Mann, research counsellor and associate editor of SALES MANAGEMENT, will speak.

Dr. Moton will also preside at the annual banquet at the Broadway Central Hotel, Wednesday evening, at which the speakers will include Kenneth M. Goode, sales counsellor and contributing editor of Advertising & Selling; A. L. Lewis, treasurer of the league; Mrs. Charlotte Hawkins-Brown, member of its Woman's Auxiliary; T. Arnold Hill, industrial secretary, National Urban League; Edward F. Gerish, regional survey director; and Dr. Emmett J. Scott, secretary-treasurer, Howard University. Albon L. Holsey, secretary of the League, is in charge of arrangements.

COLOR PRINTING HEADQUARTERS

Our Product helps
sell Ammunition

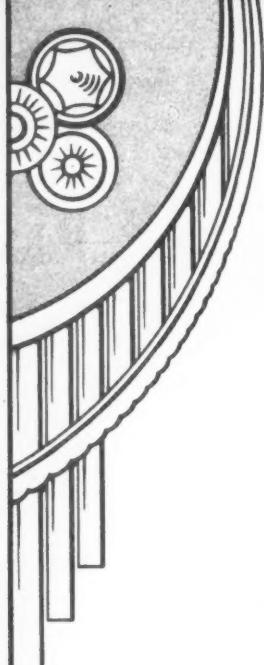


We can help sell
your Product too



Without the use of words at all—pictorially only—this window display shows the results to be expected with Peters Ammunition—close grouping in target shooting, filled game pockets on the hunt. A U. S. display with a real idea.

THE UNITED STATES PRINTING & LITHOGRAPH CO.
BROOKLYN
BALTIMORE
CINCINNATI



"The kind our dealers will like to use"

SUCH is the comment of Mr. J. R. Wallace, Vice-President of The Peters Cartridge Company, about the window display we recently made for him. This display is shown on the front page of this insert.

Here is Mr. Wallace's entire letter:

"The basic idea of this display appealed to us very strongly when your people first presented it. The original painting was most interesting and attractive, and the finished piece reproduces it in a very satisfactory manner."

"This display will undoubtedly be a valuable sales help. From past experience, we are quite sure it is the kind of thing our dealers will like to use."

The "U S" job wins dealer preference, which means lowest cost per USED display. If your display isn't used—no matter what you pay, it costs too much. The "U S" job insures actual use by dealers; consequently your unit cost of circulation—and circulation is what you're really buying—is decidedly lower. It pays to buy the "U S" job.

Get in touch with the "U S" representative, either through your advertising agency or direct. He can help you plan the kind of displays dealers like to use.

SERVICE OFFICES

in following Cities:

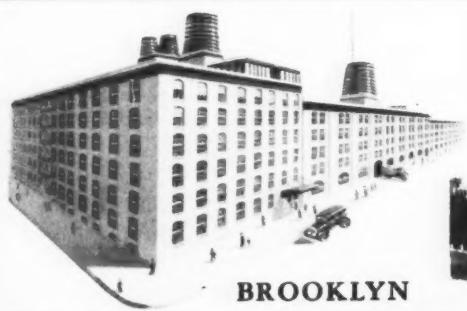
Baltimore	25 Cross St.
Boston	80 Boylston St.
Brooklyn	95 North 3rd St.
Chicago	130 North Wells St.
Cincinnati	15 Beech St.
Cleveland	1104 Leader Bldg.
Detroit	7915 Indiana Ave.
Indianapolis	414 Traction Bldg.
Kansas City	1306 Waldheim Bldg.
Minneapolis	433 Palace Bldg.
New York	105 Hudson St.
Philadelphia	437 Chestnut St.
Pittsburgh	609 Renshaw Bldg.
San Francisco	112 Market St.
Seattle	1107 Hoge Bldg.
St. Louis	413 Frisco Bldg.

MANUFACTURERS

of

Art and Commercial Calendars
Broadsides . Booklets . Blotters
Book Covers . Display Posters . Catalogs
Circulars . Cutouts . Car Cards
Display Containers . Folders . Fans
Folding Boxes . Fine Art Prints . Inserts
Letterheads . Festoons . Wrappers
Labels . Menu Cards . Novelties
Offset Lithography . Post Cards
Package Slips . Window Trims
Show Cards . Window Pasters
Hangers . Posters . Trade Marks
Poster Stamps . Transparencies

THE UNITED STATES PRINTING & LITHOGRAPH CO. COLOR PRINTING HEADQUARTERS



BROOKLYN



CINCINNATI



BALTIMORE

Government in Business

BY JAMES TRUE

Director, Washington Bureau

WASHINGTON, D. C., June 17—The drive for \$90,000,000 for unemployment relief next fall will be supported by the Administration as a checkmate to dole and insurance legislation and other schemes of vote buying to raid the Treasury. The Administration is committed to a definite policy of supporting relief through public subscription. Officials are of the opinion that next winter will not be as severe from an unemployment standpoint as last, but they are not taking any chances.

Waste from the Rackets is to be eliminated from distribution if the police power of the Federal Government can accomplish it. The recent prohibition case is merely a starter and the assurance is that, from the evidence already collected, working from the top down, the Government will continue a campaign which will be the downfall of many local and some national figures in the political field.

Overcoming the Depression by appointing committees is not considered feasible by the best economists in Washington. The announcements of the United States Chamber of Commerce and of the Civic Federation are considered as merely gestures. They will have little effect, in the opinion of the best observers. The greatest need is for representative action on the part of the nation's business leaders. One of the best known economists in the Government service remarked the other day that there are literally tons of reports and other data bearing on the economic situation that have been carefully collected, and that further research is not needed. The one hope is that business leaders may come forward and organize with a definite plan of restoring confidence by action.

Improvement in Several Industries during the last sixty days is pointed out by officials as an encouraging indicator for general business. Many individual manufacturers have demonstrated that by introducing new designs and improving products they could stimulate buying, but perhaps the most encouraging report comes from a number of very large buyers who state that salesmen now generally refuse to cut their first quotations, replying, when demands are made for lower prices, that they cannot cut further and if their quotations will not take the business they will have to pass it up.

The two necessary factors to improvement are: first, courage on the part of manufacturers to hold to a fixed policy and, second, the re-establishment of confidence. This action on the part of salesmen indicates that both are becoming effective.

Advertising Movies have received a blow from the newspapers of the country, according to confidential information reaching Washington this week. One organization, it is said, had already contracted with 2,200 movie theatres in all parts of the country to run sponsored films. In many of the towns in which the theatres are located, however, newspaper managers, when they heard of the plan, notified the theatres that if they ran any advertising

the papers would cease to publish reviews of their pictures. The theatre managers feel that much of their support comes from the newspaper picture reviews and are cancelling their contracts.

Mass Buying Is Being Modified according to confidential reports reaching a Government department. This is another good indicator for improved business. The chain buyers are finding that the manufacturers whose prices they hammered hardest are now, in some instances, in a failing condition, and they do not want to eliminate their sources of supply. Those chains which have attempted to manufacture their own goods are now so involved with production problems that they do not want to be forced any further into the manufacturing business. This is having an appreciable effect on private labels.

Two Phases of Merchandising are being discussed by the business specialists of the Government as they find them practiced in the field. One is the attempt to get business at any price and by almost any means, and usually at the expense of one of the factors of distribution. Many of the present problems can be traced to this form of selling. The other phase is the selling of goods on policies and plans that assure to every factor of distribution a fair profit, and there is an abundance of evidence to indicate that all successful business in the future will be sold on this basis.

Community Application Program includes Nashville, Tennessee, this week. Three Department of Commerce officials are meeting there with the local retailers' association and the chamber of commerce for a discussion of the most pressing problems of merchandising. The plan is to appoint committees from all classes of business men and to get down to serious work in solving problems that are holding back business expansion. This week the discussions will bring out those projects on which the business men of Nashville need immediate help. More than forty cities have requested to be included in the program and others will be taken on soon.

Simplified Practice has developed enormously during the last few years. Edwin W. Ely, chief of the Simplified Practice Division, has just announced that 10,000 different associations and firms have accepted recommendations to simplify their lines. He reports that the interest of consumers of commodities has grown rapidly during the last ten years. Savings due to the application of simplified practice recommendations total more than \$250,000,000, and individual firms have reported that they are saving thousands of dollars annually, according to Mr. Ely's statement.

Retail Census of Distribution for all incorporated cities of 10,000 or more has been practically completed and the reports are available. The agricultural census for 1930, with statistics by counties, listing farms, acreage, values and selected livestock and crops and, in some instances, of farm buildings, dwellings, implements and machinery are available for Arizona, Arkansas, Colorado, Utah, Idaho, Kansas, Virginia, Oregon, Nebraska, New Mexico, West Virginia and Kentucky.

Farm Board Campaign to Move Wheat Crop Urged by Wilshire

NEW YORK—An expenditure of \$3,000,000 in "judicious advertising by the Federal Farm Board in a concentrated campaign covering the period of a few weeks to give publicity to the value of bread as food," was advocated this week by Joseph Wilshire, president of Standard Brands, Inc., as a means of consuming an anticipated 400,000,000 bushels of surplus winter wheat to be harvested within the next two weeks.

"Storage charges for the present surplus," Mr. Wilshire said, "are already costing the board \$3,000,000 a month, and what is to be done with the huge additional surplus at the end of this month is a serious problem." Mr. Wilshire, who has spent thirty-three years in the yeast business, would "restore bread to the position it occupied before the war and lost because of a similar campaign against the use of flour during the emergency."

"If every person in the United States should eat one more slice of bread a day," he pointed out, "it would mean a consumption of 60,000,000 additional bushels of wheat in a year."

Gilbert Hodges Reelected President of A. F. A.

NEW YORK—Gilbert T. Hodges, New York Sun, was reelected president of the Advertising Federation of America here this week; Robert L. Johnson of Time, secretary; and Joseph Appel, of John Wanamaker, New York, treasurer.

G. R. Schaeffer, Marshall Field & Company, Chicago; Turner Jones, Coca-Cola Company, Atlanta, and Frank G. Huntress, San Antonio Express, were elected members of the federation's council, which also includes the three officers and Francis H. Sisson, Guaranty Trust Company, New York; Don U. Bridge, Indianapolis News, and Miss Helen J. Baldau, Johnston Candy Company, Milwaukee.

General Motors Changes Grimm and Lewis

DETROIT—John E. Grimm, Jr., and W. W. Lewis have been appointed assistant directors of advertising, sales section, General Motors Corporation, with headquarters here. They will be associated with D. P. Brother.

Saturday Evening Post to Appear Tuesdays

PHILADELPHIA—For the first time in thirty-three years the Saturday Evening Post will be available to subscribers and on newsstands Tuesday instead of Thursday, beginning next week. When the Thursday issue policy was adopted, executives of the Curtis Publishing Company explained, practically all of the family shopping was done on Saturday, then a universal payday. The new policy is expected to make the magazine of greater value to advertisers by providing two additional reading days. Release dates on the two other Curtis magazines will also be advanced, starting with the August issues—the Ladies' Home Journal being released on the second Friday and the Country Gentleman on the third Tuesday preceding the month of issue.

N. I. A. A. Will Survey Executive Reading Habits

NEW YORK—Allan Brown, of the Bakelite Corporation, was elected president of the National Industrial Advertisers' Association at its meeting here this week, to succeed George H. Corey, of the Cleveland Twist Drill Company, Cleveland. Other officers are Forrest U. Webster, of Cutler-Hammer, Inc., Milwaukee; H. F. Barrows, Austin-Western Road Machinery Company, Chicago, and Gregory H. Starbuck, General Electric Company, Schenectady, vice-presidents, and T. C. Fetherston, Linde Air Products Company, New York, secretary-treasurer.

In connection with a reorganization program, now being effected, the association has decided to dispense temporarily with the office of executive secretary-treasurer.

The domestic marketing problems committee has obtained permission from the Department of Commerce to have the N. I. A. publish an industrial atlas, listing among other things the number of establishments of each industry by county.

The committee also announced that it was through their efforts that the government is publishing the 5,000 products listed in the Census of Manufactures of quantity made, the number of establishments making them, and valued added by manufacture.

The association is undertaking a survey of business reading habits.

Textile World Receives Business Paper Medal; Shidle Best Reporter

NEW YORK—Textile World, New York, was announced this week by the Associated Business Papers, Inc., as the winner of the 1930 A. B. P. medal for "outstanding editorial service," in recognition of its program for the rehabilitation of the textile industry. Honorable mention in this group went to Railway Age, Chicago; Mill Supplies Magazine, Chicago, and Gas Age Record, New York.

Ray Fling, Restaurant Management, New York, received a prize of \$300 for his editorial, "Simple Things." Second prize, \$150, went to Norman G. Shidle, for an editorial in Automotive Industries, Philadelphia; and third to L. E. Moffatt, editor of Electrical Merchandising, New York. Honorable mention was given to "Has Folly a Limit?" by Charles K. MacDermut, Jr., Dry Goods Economist, and to "A House Cleaning is Due," by Bernard L. Johnson, American Builder and Building Age, Chicago.

Mr. Shidle also won an award of \$300 for his series of articles on the problem involved within the automotive and airplane industries owing to the development of independent makers of repair and replacement parts. Second prize, \$150, went to D. A. Steel, of Railway Age, New York, for a series of seventeen news reports covering the investigations into reciprocal buying by the Federal Trade and Interstate Commerce commissions, and third, \$50, to Roger L. Knight, Electrical Installation, New York, for a series on "Wiring the Home for Adequate Electric Service." Honorable mention in this group was given to Roy Dickinson, of Printers' Ink, New York, for a series on "Wages as Purchasing Power," to James True, of SALES MANAGEMENT, for an article, "The Private Brand and Its Load of Dynamite," and to Mr. Fling, of Restaurant Management, for "There Is a Company of Success as Well as One of Failure."

Pritzker Quits Gillette

BOSTON—Charles M. Pritzker has resigned as advertising manager of the Gillette Safety Razor Company. He was also advertising manager of the AutoStop Safety Razor Company before its merger last fall with Gillette.

New McKesson Products

NEW YORK—McKesson & Robbins, Inc., has added two new products to its line—Burntone, a cure for sunburn and other skin irritations, and Ora, a deodorant.

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trace the lines of *any* survey of



and you parallel the thickest coverage of COMMERCIAL APPEAL and MEMPHIS EVENING APPEAL, the papers which closely knit together Memphis and her broad domain!



AND no matter what survey you choose as your guidepost, you can count on a surplus coverage beyond the acknowledged market of 3,000,000 families. For example, virtually 1,000 daily; 1,500 Sunday in Jackson, Miss., not even credited in our own market map! Scores of other towns, not claimed, but proven, by reason of the scope of influence of these papers, to be EXTRA opportunities in "MEMPHISARIA."

ALL DAY coverage at one of the lowest milline rates recorded in Standard Rate & Data . . . \$1.58!

No other way to do such a thorough, "two-fisted" selling job in the South's most responsive market, where purchasing power of all classes is a revelation . . . even in subnormal times.

Check this medium by your favorite yardstick: *All Day Circulation . . . Total Circulation . . . Local Lineage . . . National Lineage . . . Classified Lineage . . . Inherent Prestige*. Number 1 by a wide margin on every count! Recognized by 360 exclusive national accounts last year!

COMPLETE ALL DAY COVERAGE



This market and its economical medium—THE COMMERCIAL APPEAL AND THE MEMPHIS EVENING APPEAL—rate a place in every "Schedule A." Our Book of Facts simplifies your Selling Strategy. Send for it.

Sales, Earnings, Dividends Higher; Health-Mor's Salesmen Prosper Too

BY LESTER B. COLBY

CHICAGO—Sales of Health-Mor Sanitation Systems, Inc., (more than vacuum cleaners) are now 20 per cent ahead of last year and collections the best in eight years, M. J. Callahan, president, informed this reporter for SALES MANAGEMENT the other day. Mr. Callahan is a veteran of thirty years of specialty selling. Here's his reason: "Business can't go round a corner lying down."

Before I had the above facts I got in bad with him. "What did the slump do to you?" I asked.

"What slump?" he demanded. And he had a hard look in his eye. Right then I learned that nobody in the Health-Mor organization is permitted to talk slump. But then he added, more gently, "We just declared a 50 per cent stock dividend."

"How did you manage to do these things?"

Mr. Callahan pointed to a group of photos of star salesmen on his office wall.

"Mostly we take raw men and train them," he explained. "We show them how to sell and we show them how to save money. When we get them they're mostly broke. Most men have to be broke before they'll take up house-to-house selling. But we know, too, that no man is at his best broke. We talk saving to them.

"See that man—he's banking regularly \$70 a week. That one made \$12,000 last year. Here's a man who has put away \$17,000 since he came with us. One of our men was fifty-two years old when he joined us and had never had a bank account in his life. We insist that each of them put up \$2 a sale as a reserve. This is held for ninety days if he leaves the company. The company pays 6 per cent on the money.

"When \$100 has been saved we encourage the man to open a savings account. When \$200 has been saved he can invest it in the finance plan of the company, which gives him a handsome return.

"When we started out we financed the most of our instalment sales through an outside finance company," Mr. Callahan continued. "Now almost all of our sales are financed by our own salesmen. They leave their money in the business and take the profits that would go to the finance company.



M. J. Callahan

"Our men sold fifty-five machines on Decoration Day."

"Decoration Day!" I gasped.

"Sure," he said. "And a lot of the men sold machines last Sunday."

"Vacuum cleaners on Sunday?"

And I found myself in bad again. For Mr. Callahan's men don't call them vacuum cleaners. There are about eighty vacuum cleaners on the market, he pointed out. His men sell health and sanitation.

The Health-Mor, they explain, is different. With it, I imagine, you can de-moth your piano or your overstuffed furniture, clean walls, wax and polish floors, lacquer the kitchen table, tidy up the automobile or give yourself one of those gas-cures for a cold. Returning to holiday selling, and adding evening selling, he said:

"Nothing can stop determined men. We instill determination in them. And we start off each day with a bit of comedy.

"Every morning at eight o'clock (and that's early in Chicago), we get a bunch of 'em in and pull a surprise to pep 'em up for the day. That's Ray Owen's job.

"One morning he came in, threw a box of English walnuts on the floor. Every man was told to scramble for his share and eat 'em. They did. Another morning we cut up watermelons and gave each man a slice. Told 'em there was a prize for the man who finished his first."

"Foolish? Maybe. But little stunts like that send the whole gang out laughing, peped up, ready to tear into the day. We get more sales when the stunt clicks. Owen thinks up a new stunt daily."

"Of course, a pep talk goes along with it—some wisdom about selling. It takes only a few minutes and they pile out of the office with their blood up. It pays dividends."

The Health-Mor company was started to give a man a job. David L. Shillinglaw, vice-president, organized it. Mr. Shillinglaw is the man who liquidated the Y. M. C. A. business in France after the late war.

The war over, the Y. M. C. A. had a vast pile of goods on its hands. Mr. Shillinglaw was appointed to get money for it. Experts believed he might realize 12,000,000 francs.

He organized a crew of American specialty salesmen, put them out knocking on French doors, held sales talks, studied French buyers and—realized 48,000,000 francs!

When one of his old salesmen, tested on the doors of France, came to him seeking something to do in his private war against the wolf, he bought 3,000 vacuum cleaners and said to him: "Take these and peddle them."

But the business quickly got out of this one man's control and Mr. Callahan was asked to step in. He stepped and has been stepping ever since.

Out in the other room Ray Owen was interviewing a man who wanted a job. He was saying:

"If you come with us you'll have to work hard. You'll have to get up early and you'll have to work late. We want no misunderstanding about this. You'll have to push through plenty of tough spots and put in overtime. But you can make money if you will follow our system and work hard. Do you want the job?"

The man said that he did.

F. T. C. Changes Stand on Oil Marketing Code

WASHINGTON—The Federal Trade Commission reconsidered and rescinded this week its action of January 30 on the marketing code of the American Petroleum Institute, Otis B. Johnson, secretary, announced.

The principal additions made by the commission concern "maliciously inducing or attempting to induce the breach of existing contracts between competitors and their customers by any false or deceptive means"; and the "selling of goods below cost with the intent and with the effect of injuring a competitor."



Selling by Telling

..That's what **Marian Manners** does
for advertisers through the new
HOME SERVICE BUREAU
of the Los Angeles Times

ALWAYS alert to serve its great audience of women readers, the Los Angeles Times maintains and conducts a comprehensive department designed to meet the needs of the modern housewife.

It instructs and guides her in the use of the many appliances designed to make the home more efficient.

It helps her with her decorating problems, her garden, her entertaining—gives her practical cooking aids and advises her on *every* phase of home life.

The Los Angeles Times Home Service Bureau is under the able direction of Miss Marian Manners, whose broad background of successful experience as a home economist qualifies her to direct the activities of this important department.

Here are a few of the special features of the Home Service Bureau: Weekly cooking classes in the modernly-equipped Home Service Auditorium—3 x 5 file card recipes with ingredients listed by brand name—The Pantry Shelf, a display of food products advertised in The Times—Personal Service by mail and telephone on household problems of every sort—special newspaper features including: Picture page, "Household Hints," "Requested Recipes," "Today's Menu"—and frequent talks by Miss Manners over radio KHJ.

All in all, a service broad enough to be of practical benefit and increasing usefulness to both readers and advertisers—a service decidedly in keeping with modern merchandising.

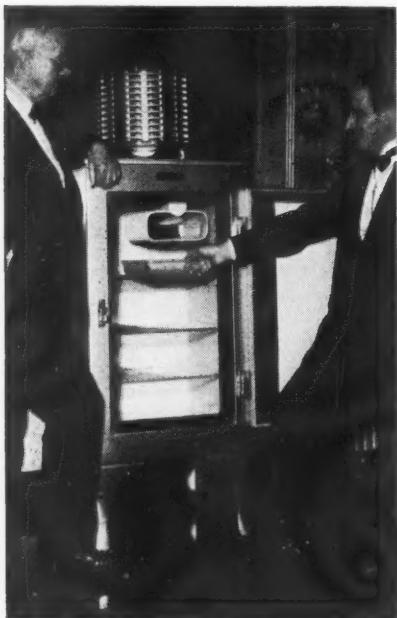
Los Angeles Times

Eastern Representative: Williams, Lawrence & Cresmer Co., 360 N. Michigan Blvd., Chicago, 285 Madison Ave., New York. Pacific Coast Representative: R. J. Bidwell Company, 742 Market St., San Francisco. White Henry Stuart Bldg., Seattle.

Millionth Refrigerator of General Electric Donated to Ford

NEW YORK—The one-millionth General Electric refrigerator, recently manufactured, will be presented by Gerard Swope, president of General Electric Company, to Henry Ford for his Edison Institute of Technology at Detroit. Presentation will be made from New York over a nation-wide radio hookup, Saturday night, June 21, with Mr. Ford "receiving" at Detroit.

The refrigerator, gold plated, will be on permanent exhibit at the institute.



Gerard Swope (right) demonstrates the one-millionth General Electric refrigerator to Arthur Brisbane, editor in chief of the Hearst Newspapers.

It was also shown to visitors at the recent National Electric Light Association meeting at Atlantic City. The achievement of the refrigeration department of General Electric Company in manufacturing and selling 1,000,000 refrigerators in four years is believed to set a record.

Chrysler Switches Cooper

DETROIT—Fred R. Cooper has been appointed Detroit district manager for the Chrysler Sales Corporation with headquarters in the general offices of the corporation here. Until recently he was director of Chrysler distribution.

CINCINNATI—Lapeer Trailer Corporation, Lapeer, Michigan, and the Trailmobile Company of Cincinnati have been merged as the Trailer Company of America. J. Englaender is president and R. E. Orwick general sales manager.

Gerber Field Men Spend Vacations Near Factory

FREMONT, MICH.—The Gerber Products Division of Fremont Canning Company is encouraging members of its traveling sales organization to spend a week of their vacations at Fremont Lake this summer.

"We have a beautiful lake here at Fremont which is reputed to be good for fishing and bathing," Earle L. Johnson, sales manager, explained to the men.

Furnished cottages and pleasure facilities are furnished free, the time used by the salesmen in traveling to and from Fremont will not be charged to them, and they will be allowed the usual mileage rate for using their own cars.

The object of the plan, Mr. Johnson added, is to "develop proper friendship and loyalty" between the company and its sales organization.

Emerson Display Sells "Coolness" with Motion

ST. LOUIS—Combining the functions of display and demonstration, the Emerson Electric Manufacturing Company has developed a window display for its dealers in which its electric fans appear in actual operation.

The display rests on the floor of the show window or may be used inside the store. It consists of a back panel thirty-nine by twenty-six, an eight-inch oscillating fan mounted on a base on the floor of the lower left-hand side of the panel and a cut-out rocking chair, showing a woman seated on it with a child on her lap. Fan and rocking chair are hooked up to a small motor which synchronizes their motion.

Drug Stores Distribute Mead Johnson Cereal

EVANSVILLE, IND.—Mead Johnson & Company, specialist in infant feeding, is introducing a new product, Mead's Cereal, exclusively through drug store outlets.

The cereal is said to have a high content of calcium, phosphorus, iron and copper.

Casey with Pierce-Arrow

BUFFALO—Matthew J. Casey has been appointed assistant to A. J. Chandler, vice-president and general manager of the Pierce-Arrow Motor Car Company—working with the sales and advertising departments. For the last thirteen years Mr. Casey was with MacManus, Inc., Detroit agency.

Eastman Kodak Facilitates Night Movie Taking

ROCHESTER—A new type of film for home movie cameras, so "fast" it can take indoor motion pictures at night with only two 100-watt bulbs for light, has been developed recently by the Eastman Kodak Company, here.

Called the "Cine-Kodak super-sensitive panchromatic," it represents an application of principles already used for astronomical, newspaper and professional motion picture purposes.

Outdoor Advertising Sales Agency Starts; Fulton in Charge

NEW YORK—Outdoor Advertising, Inc., special representative of outdoor advertising plant owners, was formally launched here this week, with Kerwin H. Fulton, formerly president of General Outdoor Advertising Company, president; Albert M. Briggs, Irving Bromiley, Sidney J. Hamilton, Sr., and Albert E. Gans, formerly vice-presidents of General Outdoor Advertising Company, Inc.; R. D. French, Arthur Siegel, S. C. Harts-horn, Benjamin Eshleman and Geoffrey S. Earnshaw, also with General Outdoor, vice-presidents; I. W. Digges, secretary, and Walter E. Pratt, treasurer of General Outdoor, and George Wharton Pepper, respectively, secretary and counsel, treasurer and general counsel.

Burnett W. Robbins, another vice-president of General Outdoor, has succeeded Mr. Fulton as president of that company. Donald G. Ross and A. L. Bauers are now vice-presidents of General Outdoor, and Charles A. Reynolds, comptroller, secretary and treasurer.

Offices of Outdoor Advertising, Inc., are being established in New York, Boston, Houston, Cleveland, St. Louis, Cincinnati, Kansas City, San Francisco, Atlanta and Los Angeles.

A staff of senior and junior account executives is being formed to contact with advertisers, agencies and solicitors, and a "visual education" program will be launched soon in business publications.

Headquarters of the organization (the purposes, scope and functions of which were announced in the May 2 issue of SALES MANAGEMENT) are at 1 Park Avenue, New York.

Account Changes

PROCTER & GAMBLE COMPANY, Cincinnati, Oxydol, household cleaner, to Erwin, Wasey & Company, New York; Camay toilet soap to Pedlar & Ryan, Inc., New York.

WILLIAMS GOLD REFINING COMPANY, Buffalo, dental golds and specialties, to Addison Vars, Inc., there.

DELMAN SHOE SALON, New York, women's shoes, to Blaker Advertising Agency, Inc., there.

GILLETTE SAFETY RAZOR COMPANY, Boston, Near East and Orient advertising to Foreign Advertising & Service Bureau, Inc., New York.

WILLIAM PETERMAN, INC., New York, Flysan, Peterman's Discovery, etc., to Benton & Bowles there. Newspapers and radio.

GUNITE CORPORATION, Rockford, Illinois, Gunite cast brake drums and general castings, to Williams & Cunningham, Chicago. Magazines, trade journals and direct mail.

ANDREWS STEEL COMPANY, Newport, Kentucky, to the Procter & Collier Company, Cincinnati.

R. M. EDDY FOUNDRY COMPANY, Chicago, Crescent automatic stokers for boilers, to Reed G. Landis Company there. Newspapers and trade journals.

CLEANERS EQUIPMENT CORPORATION, Kansas City, to Bott Advertising Agency, Little Rock, Arkansas. Publications.

WATSON COMPANY, Attleboro, Massachusetts, sterling silver tableware, to Dorrane, Kenyon & Company, Boston. General and class magazines and trade papers.

ILLINOIS COAL BUREAU, Chicago, representing coal producers in Quality Circle District of Southern Illinois, to Dunham Younggreen Lesan Company there. Newspapers and direct mail.

DERMASAN COMPANY, Chicago, Dermasan creams for sunburn and other skin irritations, to M. Glen Miller there.

C. G. GUNTHER'S SONS, New York, retail fur establishment, to Kenyon & Eckhardt, Inc., there.

BLECKER & SIMMONS, INC., importer and packer of teas, B. & S. New Blend (Orange Pekoe) Tea, to Alfred S. Hearn Company, Inc., New York. Newspapers in Long Island.

TACOMA—John D. Hamilton Candy Company here has extended its distribution to New England with the recent shipment there by water of 200,000 bars. The company has also become active in Philadelphia territory, in Arizona, Mississippi and Texas.

NEW YORK—Chilean Nitrate of Soda Education Bureau has moved to 120 Broadway.

Spend Your Dollar To Reach Spendable Dollars

1. Plot your sales on this map where the sizes of states show the incomes of farm families.
2. Then spend your advertising dollars in the publication that reaches the largest volume of spendable farm dollars.



Large maps suitable for sales department use, and booklet showing distribution of farm incomes and wealth, will be sent on request on business letterhead.

Buying Power Per Farm Family?

Stars designate the states where buying power per farm is above the United States average. ONE average farm income in starred states equals TWO in the other states. One subscriber in a starred state is worth two in other states.

Relative Value of Farm Magazines?

In these starred states, where farm subscribers average much higher buying power, The Farm Journal reaches 150,000 more farms than any other publication.

Because of its concentration in the richest sections, The Farm Journal covers one-sixth more farm buying power than Country Home—38% over Country Gentleman—51% over Successful Farming—92% over Capper's Farmer.

Where Advertised Goods Flourish?

In these starred states are most buying centers, best roads, most farm automobiles—farmers can easily obtain any advertised goods desired. Therefore advertising dollars spent in these states bring back the most profit dollars.

For largest sales return from money spent in advertising to farmers

**NATIONAL
The Farm Journal**

Washington Square, Philadelphia

Editorials

FREIGHT RATES: The Cleveland Chamber of Commerce is backing the railroad companies' application for increased freight rates, basing its action on the theory that, because the transportation companies are very large buyers, putting them in a position to fill their needs will qualify them to act as leaders in the march forward to a new prosperity. There is no doubt that the railroads, when provided with funds, take great quantities of industry's output of iron and steel, timber, fuel oil and coal. It is true, too, that in the present circumstances they are obliged to restrict their purchases, and this tends not only to accentuate idleness in the mills and mines, but to threaten impairment of our facilities for moving goods quickly and efficiently. Equally obvious, however, is the fact that any addition to freight bills involves higher costs of production at a time when low prices seem essential to stimulation of consumptive demand. . . . Ostensibly the Interstate Commerce Commission will be governed by technical considerations, namely whether for the service rendered at prevailing costs of operation the railroads are adequately compensated. But it is hardly possible that a broader view will be ignored, especially if public opinion is brought to bear on the matter in unmistakable terms. That view can be stated in few words. If the railroads are to remain in private control under public regulation, they must be allowed sufficient income to permit them to function in full accordance with the country's requirements. The alternatives—government control or crippled service—are not of a sort to evoke enthusiastic contemplation among business men.

could control. . . . We are not yet out of the woods. Trials must still be endured which may test the souls of men and the wisdom of business leaders. But unless difficulties now unforeseen shall arise to defer the hoped-for improvement unconsciously, there is sound reason to believe that the country will in due course emerge from the industrial tribulations of the last year or two in good temper.

AVOLUME PROBLEM: A problem in sales promotion which is causing much discussion these days is how to keep return adjusted to the rising value of the dollar as a measure for goods. As long as price fluctuations tended upward or moved within a narrow range, ledger statements were a good enough guide to what was going on. Money spent for advertising should sooner or later come back in added sales and profits. This made budgeting a relatively easy matter and a novice could trace the results with comparative safety. . . . The radical fall in price levels has changed all this. It has not only increased the difficulties in the way of working out a profit structure that will stand the test of strenuous times, but it has confused the vision of those who look at their sales sheets with an eye to seeing what they have got for their investment in sales stimulation. A house, for example, which has been in the habit of appropriating a certain percentage of its dollar sales to advertising is now likely to find itself confronted with poorer returns than it is accustomed to, as far as receipts are concerned, notwithstanding the fact that its customers may be buying more of its goods than usual. Actually its advertising may be pulling better than ever, but because there is no evidence of this in the income statement the management may be misled into a dangerous policy of retrenchment. . . . Clearly the situation is one that calls for careful analysis. On the one hand there is no sense in swelling volume of sales in which profit is undiscernable. On the other, business cannot be developed by cutting off the means of urging it onward merely because, in a period of readjustment, the old measuring rod has lost some of its dependability. Part of the trouble is due to inequalities on the price movement. In the case of publishers costs of production have been very slightly affected so that, in the face of declining volume of advertising, reduction in rates has been out of the question. . . . In these circumstances wise management will make sure, in checking the results of aggressive efforts, that the cause of any disappointment in money returns is correctly identified. A wrong diagnosis of a morbid state is more destructive than wrong treatment of a known ailment.

FACING THE FACTS: Despatches from Washington intimate that responsible government officials are now disposed to keep their mouths shut about the wage situation. They acknowledge no blunders in their early outgivings concerning our patriotic duty to uphold labor scales. They make no admission as to the facts in the present situation. Their ostensible attitude is that enough has been said on the subject. . . . On this point there is likely to be little disagreement. It is now tolerably clear to everyone that fundamental economic forces have had their way, as they always do, in spite of everything that has been said against them. The wage fund has been stretched to its utmost capacity. Some groups of labor have taken more than their share as long as they were employed and other groups have suffered in consequence. But making the best of a bad situation, there has been every inclination in the ranks of labor as well as of capital to resort to all possible devices that would ameliorate the hardships wrought by conditions that neither side

Plus Signs

+ + + RETAIL TRADE day by day was better in May this year than last, according to a special compilation made by Bradstreet. Dollar volume of forty-four of the largest chains was off 3.6 per cent, but there were only twenty-five trading days this year as against twenty-six a year ago, or a difference of 4 per cent.

+ + + NEW BUILDING AND ALTERATION PERMITS for May showed gains over April in the following states: Arizona, Arkansas, California, Connecticut, Delaware, District of Columbia, Georgia, Idaho, Kansas, Kentucky, Massachusetts, Minnesota, Nebraska, Nevada, New Hampshire, North Carolina, Ohio, Oklahoma, South Carolina, Texas, Utah and Vermont.

+ + + GENERAL MOTORS CORPORATION export dealer sales in May were 50 per cent above the same month last year. May was the sixth consecutive month to show a gain.

+ + + SHOE PRODUCTION in April was the highest of any month since October, 1929, and was the highest April output since 1923.

+ + + THE LARGEST SINGLE ORDER for sprinkler fire protection equipment ever placed has been booked by the Grinnell Company of Providence—an order for \$1,125,000 worth of equipment in and under the New Orleans docks.

+ + + THE IRVING FISHER WHOLESALE PRICE INDEX of semi-finished goods reversed its sharp down-trend of the past two weeks and shows a slight gain. This group of commodities usually leads the way to a major change of trend.

+ + + THERE WERE 474 BUSINESS FAILURES in the United States last week, the lowest of any full week since the middle of last October, according to R. G. Dun & Company.

+ + + FOUR LEADING NEW YORK AND NEWARK DEPARTMENT STORES—R. H. Macy & Company, John Wanamaker, L. Bamberger & Company and Gimbel Brothers—are making new high records for volume of transactions in June.

+ + + ASSOCIATED GAS & ELECTRIC SYSTEM shows for the week ending June 6 a gain of 7.2 per cent over the corresponding week of last year.

+ + + AIRPLANE ENGINE output and sales for the first four months of 1931 show gains of 5 and 17.3 per cent as compared with 1930. Complete assembled airplane production has shown steady monthly gains since the first of the year.

+ + + BRADSTREET'S reports of sales in ninety-eight lines of business for the week ending June 13 show that one was better than, and thirty equal to, totals of a year ago.

+ + + GASOLINE STOCKS declined 815,000 barrels in the week ending June 13.



On shopping day, Aberdeen, S. D., more than doubles in size.

The Buying Habits of 1,610,000 Farm Folks Control the Bigger Half of This 50-50 Market!

THERE are two distinct markets in the Northwest—one is metropolitan, including Minneapolis, St. Paul and Duluth; the other is rural, which represents 50% of the entire population and is served by retail outlets in 1,300 small towns.

MERCHANTS in all the towns outside of Minneapolis, St. Paul and Duluth buy with an eye on farm folks' demands. They get as high as 85% of their total business volume from the farm residential districts (where there are more homes than in all towns and cities combined).

Rural buying habits are strongly influenced by **THE FARMER**, which has a larger circulation (275,000) than any publication of any kind in the territory.



New York—Wallace C. Richardson, Inc., 250 Park Avenue
Chicago—Standard Farm Papers, Inc., Daily News Building

Member Standard



Farm Paper Unit



TO SALES MANAGERS IN SEARCH OF PROFITABLE MARKETS

RIIGHT NOW you probably know of many existing sales opportunities... if only you had spot stocks in territories which you'd like to develop, but have not cultivated because you have no "branch" there.

If that is your situation, A.W.A. Merchandise Warehouses offer an economical solution to your difficulty:

Send on your goods and your salesmen, and we will do everything for you in our 189 cities that your own branch house could do in the physical distribution of your goods! And we'll do it for less than it would cost you to operate a branch!

Our member warehouses give "branch house service" every day of the year for Lucky Strike, Beech-Nut, Bon Ami, Borden, Carnation Milk, Colgate, Comet Rice, Karo... and thousands of other products, made by manufacturers large and small.

T. T. Harkrader, traffic director of The American Tobacco Co., writes: "We are using warehouses in sixteen of the larger cities for the distribution of some of our products, rendering the trade better service and making a saving in the cost of distribution.

"I feel that the public warehouses have made great strides in the last decade in the service that they are rendering their customers, accomplishing the work of distribution with their excellent supervision better than it might be done in many cases by a branch agency." Possibly this plan of distribution will help you! We invite you to investigate.

Our 32-page free booklet tells all about it. Send today for your free copy.



**AMERICAN
WAREHOUSEMEN'S
ASSOCIATION**

1897 Adams-Franklin Bldg., Chicago, Ill.

Media

For several years there has been talk of a cooperative campaign to advertise the advantages of newspaper advertising. At last it is to be a reality—fostered by the promotion managers group of the Newspaper Advertising Executives Association. The N. A. E. A. approved the plan, as submitted by George Benneyan, promotion manager of the New York *Sun* and president of the promotion managers group, at its last business meeting.

An operating committee of leading promotion managers was named to work out the campaign, with Leo McGivern of the New York *Daily News* as chairman. Other members of the committee are Jerry Byrnes, Chicago *Tribune*; Douglas Martin, St. Louis *Globe-Democrat*; Francis McGehee, Cleveland *Press*; Edwin A. Fitzpatrick, Baltimore *Sun*; Charles McD. Puckette, New York *Times*; Paul Watkins, Chicago *Daily News*; Charles L. Baum, Portland (Oregon) *Journal*; J. M. Pease, Chicago *Evening American*; H. W. Hoile, Birmingham *News*, and Mr. Benneyan.

An advisory committee of business managers will work with the operating committee. Edwin S. Friendly, New York *Sun*, and Irwin Maier, Milwaukee *Journal*, with a third member to be appointed, will make up this committee. Copy will be submitted to the committee by promotion managers throughout the country. The campaign will be carried in the newspapers holding membership in the association, and will also be available to all other newspapers.

* * *

One of the highlights of the A. F. A. meeting was Leo McGivern's talk before the newspaper executives on Wednesday morning. The creator of the famous "Tell It To Sweeney" series of the New York *Daily News* (which, though discontinued four years ago, remains one of the best-known newspaper promotion campaigns) amused his listeners with a word-picture of the big kick which Mr. Smith, maker of Smith's Succulent Shrimp Soup, gets out of his radio broadcast advertising program. The orchestra plays his favorite tunes, he meets charmers from the theatrical world, his neighbors wire him "the program came in fine," etc., etc. This novelty appeal, according to Mr. McGivern, is a current asset to radio space sellers.

* * *

"Your Home Town News"—a four-page daily, inserted in editions of the New York *American*—greeted A. F. A. delegates with complete news of the convention activities, and also with spot news from the seventeen Hearst cities. Brisbane's familiar column, written especially for ad-men, pictures and full reports of convention notables, and a full page of institutional copy for the thirty-eight Hearst newspapers, made it an excellent piece of promotion. Louis J. F. Moore, *American* promotion director, sponsored the job.

* * *

At the closing session of the Newspaper Advertising Executives Association the Al Shuman trophy for the best result-getting special advertising campaign of the year was awarded to Fred Archibald, advertising director of the Omaha *World-Herald*, for that paper's fine plan for local

automotive accessory and service advertising.

* * *

The New Hampshire Development Commission's publicity department has started publication of a magazine called *The New Hampshire Troubadour* to create interest in advantages of permanent residence in the state.

* * *

Beginning July 3 WABC and the Columbia Broadcasting System will present a *Liberty* radio hour each Friday evening at 9 p. m., Eastern Daylight Saving Time.

* * *

The latest news on the newspapers-radio feud has it that the New England Daily Newspaper Association has adopted a resolution cutting out all publication of free advertising in radio announcements in the columns of the association members. Will it go beyond the resolution stage?

* * *

The Southern Newspaper Publishers' Association will hold its twenty-ninth annual convention at Grove Park Inn, Asheville, North Carolina, June 29, 30 and July 1.

* * *

Nineteen years ago Ed. F. Corbin started as a stenographer with the Meredith Publishing Company. At first his opportunities and interests developed in the direction of circulation and to him is attributed the increase in *Successful Farming*'s circulation from about 500,000 to 1,150,000, and *Better Homes and Gardens* from nothing to 1,400,000. Mr. Corbin has just been made vice-president of Meredith and is the directing head of promotion, advertising, editorial and circulation.

* * *

The McGraw-Hill spread in this week's issue deserves careful reading—and will get it, is our prediction. It reminds us of the survey made several years ago by Dorrance, Sullivan & Company, among 2,200 advertisers which showed that 32 per cent of all advertising schedules are prepared in the four summer months, and that the total schedules prepared in these months is 58 per cent greater than in the February to May period. Because of present indications of fall business improvement the probability is that an even greater percentage of space will be bought this summer. Agency space buyers in New York tell us they're busier than they have been in months.

* * *

The *American Architect* announces the appointment of Walter E. Dexter as advertising manager, with headquarters at the International Magazine Building, Fifty-seventh Street and Eighth Avenue, New York. J. G. MacArthur is now the western advertising manager, with headquarters at 919 North Michigan Avenue, Chicago.

* * *

The Philadelphia office of the Curtis Publishing Company has just welcomed two new members: Robert R. Robertson, formerly with the United States Rubber Company, is now associated with the advertising department; J. N. DuBarry, one time identified with Barrows & Richardson Advertising Agency, is now in Curtis' advertising sales department.

* * *

The Seattle *Post-Intelligencer*, Hearst morning newspaper, has just made some important personnel changes. W. V. Tanner, for some years Hearst legal counsel and one time attorney general for the state of Washington, becomes chairman of the board of directors. J. C. Flagg, business manager, has been promoted to general manager.

Gossip

. . . Van Sant, Dugdale & Corner, Inc., Baltimore agency, has established an advertising and sales promotion department and is undertaking a campaign to advertise its own service and the effective use of advertising as a business tool. Records of large national advertisers in the last ten years are being cited; magazines, newspapers and direct mail employed. WESTON HILL, who recently resigned from Dyer-Enzinger Company, is in charge.

. . . I. MATT MEYER, until recently with the merchandise department of the General Electric Company and previously with Ewing, Jones & Higgins, Inc., has joined Conklin Mann, Inc., New York agency.

. . . P. W. MURPHY has resigned as secretary-treasurer and director of Fuller & Smith & Ross, Inc., Cleveland. FRANCIS G. HUBBARD, vice-president, at New York, will take over his financial duties. SIDNEY D. MAHAN, vice-president, is now manager of the Cleveland office.

. . . CURRIE B. WITT, formerly with the New York office of Lord & Thomas and Logan, and with the General Electric Company, has joined Bauerlein, Inc., New Orleans agency, as an account executive.

. . . NEWELL D. ELY is now director of the radio department of Dunham, Young-green, Lesan Company, Chicago. He has been with Doremus & Company and with Erwin, Wasey & Company.

. . . PAUL F. McCARTHY, until recently with *Giftwares*, and GEORGE CARLTON ADAMS, an account executive with Albert Frank & Company, have joined Wood, Putnam & Wood, Boston agency.

. . . E. R. WELLER, of Portland, Oregon, has established the Weller Radio Publicity Service in the Vance Building, Seattle—the personnel of which includes R. C. FULLER and HELEN PURCELL, previously with the Portland *Morning Oregonian*.

. . . W. E. WINANS and H. F. WILEY, associated for some time in cost and efficiency studies, sales analysis and marketing, are now directing the Chicago office of Arnold Research Service of New York.

Survey of Surveys

(Continued from page 450)

"What can I expect from my automatic refrigerator?" "In which fabrics did the colors run and in which did they not run?" "How much juice in different sized and consequently different priced oranges?"—etc., etc., all questions of direct interest to manufacturer, dealer and consumer alike, though ostensibly done for the consumer.

Finely written and beautifully illustrated, this booklet should find itself in the hands of every sales manager who has anything to prove about his product. Write S. R. Latshaw, care of the *Delineator*, 420 Lexington Avenue, New York, or S. O. S., care of this Column, asking that they spare you a copy—as one of the potential readers for which they insist the book was written.

BURKHARDT VISUAL DISPLAY BINDERS

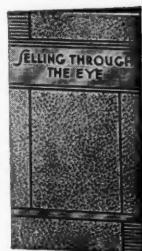


Burkhardt Visual Display binder used in merchandising Westinghouse Electric Refrigerators

**Raise your story UP
from the rest and tell it
logically, uniformly, con-
vincingly.**

BOOK

"Selling Through the Eye" is a brief treatise on Visual Selling, worth the reading-time of any sales or advertising executive. Illustrates and describes



FREE

the complete line of Burkhardt Display binders carried in stock in various sizes. Please use business letterhead in requesting your copy.

**THE BURKHARDT COMPANY
545 W. LARNED ST.
DETROIT, MICHIGAN**

Free help for SALESMANAGERS



ARRANGING regional sales meetings? Here's complete data on 22 important cities . . . all in one book. Send for this free 32 page book. Let it cut your correspondence, and sales meeting costs.



Do your men always take the shortest route in calling on prospects? Our managers gladly route lists of calls, to save the salesmen's time and taxi bills.



Stop check-cashing delays with this United Hotel Credit Coin. Thru its use, your men can save five valuable minutes, in cashing checks or checking out of hotels, in 24 big cities.

The United Hotels Co. will gladly supply you with these free helps. Write today to Division F, Business Promotion Department, United Hotels Co. of America, Niagara Falls, N. Y.

*Extra Service for you at all 25
UNITED HOTELS*

Five Million Dollars' Worth of Sales Ideas

(Continued from page 459)

increased steadily and rapidly until it grew to a point where it attracted an offer that was too tempting for him to refuse.

As it happens, F. Romer, of Washington, is the man responsible for most of the merchandising ideas that turned the tide of Wheatsworth. Recently he explained that when he was called in he was impressed by the high nutrition value of the Wheatsworth food products. The advertising appeal always had been based on flavor and quality, and the health and nutrition values had been secondary.

Mr. Romer, during his discussion with Mr. Bennett, expressed the conviction that there was an enormous field waiting to be developed by advertising Wheatsworth through newspapers and magazines, as well as by direct mail, as a means of building health. Since the company was not making money, he suggested that the advertising appropriation be reduced to \$100,000 for his first year.

"Our experience during the last five years," Mr. Romer further explained, "is proof of the power of thoughtfully planned advertising copy that expresses new ideas or old ideas from an entirely new angle. During the first year of my direction the Wheatsworth newspaper advertisements were never larger than two columns by one hundred lines. But we made the advertisements look different from anything in the papers, and I do not think that anything like the copy had ever been published."

"The first series told a great many interesting and unusual facts about the human body. We explained to our readers a great deal about the working of their perspiration glands, for instance, and why proper nutrition is essential to adequate elimination. We published several advertisements on the blood and the heart, always tying up the relationship of proper nutrition with health, and the series covered all of the important functions of the body."

"Because this advertising was different and carried information of general interest and value, we soon began to have an extraordinary demand for reprints. School teachers by the hundred wrote us for proofs of the whole series, and many physicians and dietitians wrote us expressing their appreciation of our campaign."

The business showed an immediate

gain from the advertising, and we knew we were on the right track. It was not enough that the goods were fine in flavor and excellent in quality, because we were meeting strong competition on these claims. In developing new ideas for our advertising appeal we found an entirely new market.

"We then reasoned that we could reach additional large groups of consumers, and we developed this idea by direct mail. First, we procured a list of the names of writers and put up a special package of graham crackers for them. The wrapper of the package presented the facsimile signatures of famous authors. Our selling plan was not only to get individual orders, but also contracts for a package a month for a year.

"The response was gratifying. A great many famous men and women in the literary field sent us orders. We made a profit on this business, and in much the same way we appealed to school teachers, physicians and other groups.

"As time went on we increased both our direct mail and our newspaper advertising. We did not urge people to buy our product; we reasoned them into buying with an educational system, and we attracted more attention and carried more conviction than we could have done by any conventional method."

Although Mr. Romer was employed to find and express new ideas, he gave Mr. Bennett credit for developing probably the best selling idea of the five-year campaign. At a performance of the weird opera, "Hansel and Gretel," Mr. Bennett was inspired with the possibility of an outstanding show place at the mill in Hamburg, New Jersey. He sought out Joseph Urban, the famous designer of stage-settings, and asked him to design a fanciful structure that would feature crackers and cookies in combination with fairy lore.

The Gingerbread Castle, built on the foundation of the old mill, where flour was ground for the soldiers during the War of 1812, was the result. For two years Mr. Urban's creative genius had full play, and then the Gingerbread Castle, costing many thousands of dollars, was thrown open to "children of all ages."

This dream palace, made of poured stone, bristles with turrets and battle-

ments. The snowy roof resembles a huge cake icing six inches thick, encrusted with crescents, hearts and other decorations, and reflects every color of the rainbow. From the roof-tree, an armored horse and rider, life size, charge in the direction of the wind. From one of the turrets a big black cat rises with upcurved back, and the balustrade of the exterior stairs is in the form of animal cracker elephants.

Inside the castle there is a circular staircase the balustrade of which is a series of quaint figures of Hansel and Gretel, costumed in bright colors and holding each other's hands. At the top of another flight of stairs, a crazy-looking witch rides astraddle of a broomstick. There is an enormous plum pudding, too, a great big spider with glistening eyes, the huge caldron in which the Giant, when Jack killed him, was cooking his dinner from the bones of his victims, and eleven birthday cakes with more than 300 candles. And there are many other things to delight children of all ages; but best of all, Hansel and Gretel, really alive, receive the visitors at the entrance of the castle and lead them to all the wonders of the place.

100,000 Visitors First Year

The castle was finished in June of last year. Since then more than 100,000 mothers have brought their children for a visit. The children are given all the time they want to visit every nook and cranny of the place. Then they are allowed to write their friends on picture postcards, and the company pays the postage. Several million of these cards have been mailed.

The formal opening of the castle was announced by Alfred W. McCann during one of his radio talks on health foods. Other speakers have also mentioned it, and radio has been employed regularly in the campaign.

The Gingerbread Castle produced many surprises, and one was the tremendous amount of publicity. Mr. Romer said that practically every newspaper in the country has carried a story about the castle. Photographs were reproduced in 110 rotogravure sections, and thousands of daily and weekly papers, as well as a large group of magazines, featured articles about the castle.

As a result, besides Hansel and Gretel, sixteen hostesses and guides are now employed on Sundays and holidays, to show the children the wonders of the place.

As a further result, the company increased its business 12 per cent last year, in the face of the depression.



How Much will he spend with you?

IT all depends on where he lives. In a big city, a certain portion of his income inevitably goes for the purchase of transportation, noon day lunches, hotel dinners, theatre tickets, night club entertainment and a host of similar items incidental to city life.

But in a small town, he pays no premium for the right to live. His work is within a few city blocks of his home. He eats his noon day lunch and other meals every day with his family. Consequently, he spreads a great deal more of his income over the

purchase of everyday merchandise than does the city cliff-dweller.

For example, take the typical small town family head who reads GRIT every week: He owns his home and furnishes it with modern household appliances. He owns a car. His family is an important user of standard merchandise and style goods. Yet his weekly pay envelope is large enough to cover the whole.

The amount he spends with you can be controlled by your advertising in GRIT.

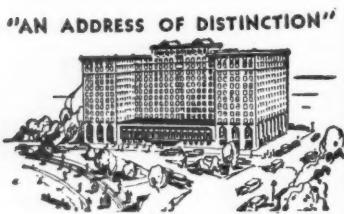
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**MARKETS AND MEDIA
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PAUL V. FUNK
Erwin, Wasey & Company

Tip-Top Salesmen I Have Met

(Continued from page 474)

would have suggested his making a note of my name and address and letting me know the decision. But I went in with him.

He filled out a regular form of purchase contract and handed it over to me to sign. Then he said, putting the figures on paper as he spoke, "Ten per cent down is \$80 a lot, \$320, and \$15 a lot auctioneer's fee, \$60. That's \$380 in all—make out your check for \$380, Mr. Comyns, and I'll send it in with this offer. I have a blank check form here if you haven't your check book with you." And he tendered me one.

Just like that. I was taken aback. I had not expected to be asked to pay any money. I was going on the comfortable assumption that I would not be obliged to decide finally until my offer had been submitted and I received word that it had been accepted. I had experienced a momentary qualm when asked to sign the contract. He was certainly a salesman. At that, he will never know how close he came to not getting that check. I thought fast—was on the point of refusing. But I have always admired decision, abhorred vacillation in others, so I suppose a strong pull was my desire to live up to my ideal of what a business man should do in a case like that. After all, the lots were a good buy at the figure. I was convinced of that. And will anyone be surprised that I desired to live up to what this salesman, whom I had never seen before and might never see again, so evidently expected of me—that I did not wish to appear a welcher in his eyes? Well, if you are sure that you are devoid of that particular brand of egotism, go ahead and laugh. But, if you are a salesman, remember that you will find it in others and can use it if you have the courage. Observe that this salesman would not have lost anything if I had refused. He had everything to gain.

Without the bat of an eye, I waved aside the blank form, took out my own check book and wrote my check.

Of course, I got the lots. They were cleaning up, anxious to get rid of every last piece at any old price. What they got for the few remaining plots could not materially affect the average per lot secured. My only regret is that I did not offer even less. I think it would have gone over just the same. Another trouble was that I had purchased them without any clear idea of what I wanted them for. Eventually, I got rid of them by per-

suading a builder friend of mine to erect a house on them. We sold the house and equitably divided the profit.

Now, why won't the average, mine-run man engaged in selling work handle a situation in that masterly manner? Is it because he does not know what he ought to do? It is not. Those tactics have been dinged into him again and again by his despairing sales manager. He has seen them work again and again for the top notchers in his organization. It is because, knowing full well what he ought to do, he lacks courage to do it. It will help to remember that statement, for courage is not an absence of fear, but the overcoming of fear.

There is a popular fallacious belief that the good salesman is a thick-skinned individual. Martin Green years ago gave as the requisites for success, "That unbeatable triumvirate, a meagre education, a pleasing personality and a thick hide." Funny, yes; but nothing could be farther from the truth. The stolid, thick-skinned individual does not ordinarily make a good salesman. He is constantly treading on the toes of others, creating ill-will, without being able to sense it. That same high strung, sensitive organism which makes a man fear the opinion of others is the very thing, which, trained along proper channels by conscious courage, enables one to sense the reactions and attitudes of others before they have been given expression. One of the greatest salesmen I know once said to me: "I can't stand many turn downs, I am too sensitive. Hence, I plan my work so as not to get many." Some of the finest salesmen I know, too, have had to force themselves, at the outset of their selling careers, with every fibre of their wills, to play the game as they knew it ought to be played.

Evidence that Business Has Turned Corner

(Continued from page 466)

curred a most rapid recovery due to the European war demand for American industrial products and facilities. A moderate recession occurred after the armistice and a major recession in 1920-21. Following the low levels of 1921 there occurred another great revival based on expansion in the automobile industry, on the need for making up construction and industrial shortages here and on an increased foreign demand for our products made

possible by our lending abroad. Between the 1921 and 1930 major depressions there were two minor recessions, one in 1924 and another in 1927.

These changes in industrial production indicate some of the basic impulses underlying our business cycles. During this sixteen-year period, 1914-1930, there were two major movements, revealed in the chart, by connecting the three low points, in 1914, 1919 and 1921, and the four low points in 1921, 1924, 1927 and 1930. On the first major cycle there are superimposed the two minor cycles ending in 1919 and in 1921 and on the second major cycle there are superimposed three minor cycles ending in 1924, 1927 and 1930. In addition, each of these minor cycles show irregular fluctuations and by drawing a line through the low points of these short-time fluctuations there is revealed the interesting fact that superimposed on each minor cycle are three still smaller ones which have been numbered here 1, 2, 3 and labeled "epi" cycles (meaning cycles superimposed over other cycles). Thus the two periods, one of six and one-half years from December, 1914, to the middle of 1921 and the following one of nine and one-half years to the end of 1930, may each be resolved into major, minor and epi-cycles. One period has two minor cycles, the other, three; and each of these five minor cycles has three epi-cycles—a fact reminding one of a certain theory of business cycles (propounded by Professor Shumpeter) that major depressions are the culmination of a number of long- and short-time cycles. The 1921 major depression may, according to this theory, be looked upon as the termination of a major, minor and epi-cycle, and in similar fashion the major depression of 1930 may also be considered as the termination of three cycles of different length.

Records of production in non-agricultural manufactures prior to 1913 are too meager for a study of epi-cycles prior to the war, but the available indexes show that the development of minor cycles between major depressions is a fairly normal characteristic of industrial activity in the United States at least since 1880. Thus, as shown in the following tabulation, there have been seven major depressions in the past fifty years, or six periods terminating in major depressions. One major cycle, between 1896 and 1908, lasted 11.5 years, another 9.5, another 8.5 and two 6.5 years. The shorter periods contain two and the longer three minor cycles. One exception to this generalization

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occurs in the three-year period between 1893 and 1896 when industrial activity made only one cyclical recovery of a minor sort and then lapsed into another deep depression. This was the final period of protracted decline in commodity prices following the Civil War.

Number of minor cycles between the low points in major depressions since 1885

Years of major cycles	Approximate duration in years.	Number of minor cycles	Approximate duration in years.
		between major depressions.	
1885-1893	8.5	3	3, 3 and 3
1893-1896*	3.0	1	3
1896-1908	11.5	3	4, 3 and 4.5
1908-1914	6.5	2	3 and 3.5
1914-1921	6.5	2	4 and 2.5
1921-1930	9.5	3	3, 3.5 and 3

*This period may be part of the preceding or following major cycle.

The causes of these major, minor and epi-cycles are not sufficiently clear to warrant a discussion of them here. It may, however, be pointed out that the major ones appear to be the result of peculiar and unforeseen combinations of circumstances such as the World War of 1914, or, for us, a fortunate combination of large crops in the United States and shortages abroad, as in 1879, or the development of new industries such as the railroads after the Civil War and the automobile industry in recent years. The minor ones are of sufficient regularity to suggest that national industrial activity, because of changing conditions in individual industries, and the lack of systematic coordination between different lines of enterprise, tends to follow a rhythmic course of expansion and contraction every three or four years. Similarly the epi-cycles may be the result of efforts to make short time seasonal or annual adjustments to changing conditions, as the bringing out of new models.

Even though the characteristics of the minor and epi-cycles cannot be pinned down to definite causes, a recognition of them has been useful. When observed in the spring of 1930, they supplied another reason for suspecting that the recovery of January and February of that year might be followed by a further decline if the third epi-cycle was to develop as in other final stages of minor cycles. Furthermore, the fact that these epi-cycles average about a year in length, some more, some less, pointed to the termination of the third epi-cycle by the end of 1930. It actually terminated in December, 1930, for between December, 1930, and May, 1931, there has been a rise in this index of manufacturing production of about 10 per cent. This naturally suggests the possibility that the low point of this depression occurred in December,

1930, and it raises the question as to whether the next revival will mark the beginning of another major cycle and its accompanying minor ones. This question together with the nature and

extent of recoveries from previous major depressions as a basis for studying the trend of business during 1931 and 1932 will be presented in a concluding article.

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